

VIRGINIA

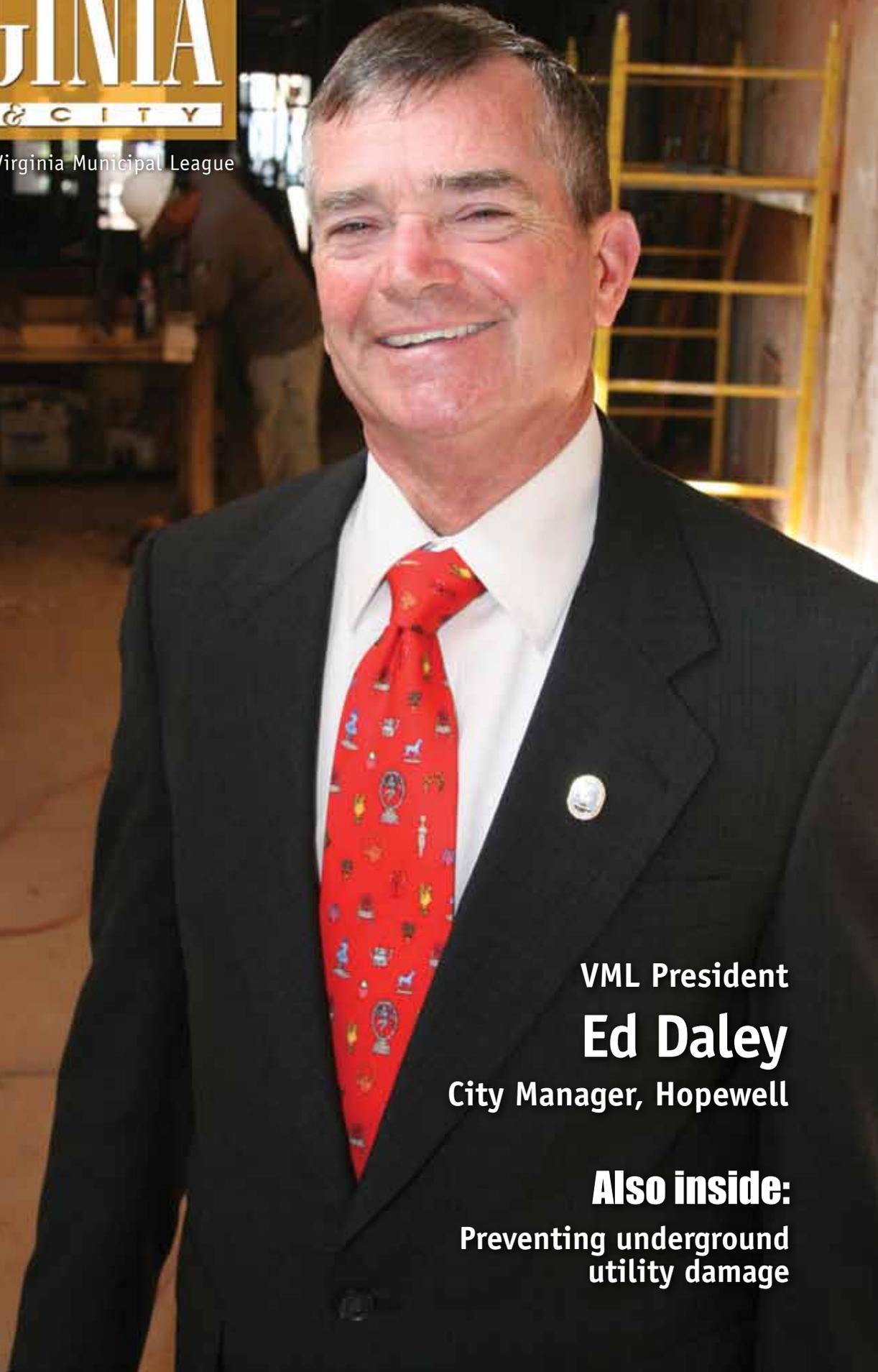
TOWN & CITY

VOLUME 47

NO. 9

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The magazine of the Virginia Municipal League



VML President

Ed Daley

City Manager, Hopewell

Also inside:

Preventing underground
utility damage



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VMLIP News...

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Welcome to the newly redesigned website for VML Insurance Programs. The new site features easier and more intuitive navigation, a marketing-oriented home page, an updated feed of our latest blog posts, and a completely redesigned multimedia library. To learn more about the new website we encourage you to view a [recorded webinar](#) orientation of the site and to check out the [New Web Site Guidelines](#).

Follow VML Insurance Programs



Come see what's new!

VML Insurance Programs has a new website, and it's packed with information on coverages, services and resources that we offer to members! The new site is easier to navigate for members and features a newly redesigned Multimedia Library so that users can easily reserve training materials at no cost!

VIRGINIA

TOWN & CITY

The magazine of the Virginia Municipal League



About the cover

Hopewell City Manager Ed Daley, DPA, was elected the 94th president of the Virginia Municipal League at VML's Annual Conference held in Williamsburg Sept. 23-25. Photo by David Parsons.

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Underground utility damage prevention is a shared responsibility

Local governments are an integral part of the 33-year-old state law designed to protect underground utilities from damage caused by excavation. While excavation damage has been reduced over the years, there is an abundance of room for improvement, according to the State Corporation Commission, which enforces the Virginia Underground Utility Damage Prevention Act.

By Frank Hudik

12

The state-local government partnership is in need of repair

The unofficial partnership between the state and local governments that has served both entities so well throughout much of Virginia's modern history is unraveling and in need of repair, according to VML's new president.

By Ed Daley



16-23

Looking back: VML 2012 Annual Conference



The 2012 Virginia Municipal League Annual Conference in Williamsburg was a success thanks to the efforts of the host city and an abundance of informative speakers, sponsors and exhibitors. More than 600 attendees gathered for the three-day event held at the Williamsburg Lodge in the Historic Area of Colonial Williamsburg. *Virginia Town & City* takes a look back at the conference in eight pages of photographs.

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Svrcek installed as ICMA president

LYNCHBURG DEPUTY CITY Manager Bonnie Svrcek was installed as president of the International City/County Management Association Oct. 10 during ICMA's annual conference in Phoenix. She will serve a one-year term.

Svrcek has spent most of her more than 30 years in local government service working in Virginia. She began her public service career in 1980 as an assistant city representative for the City of Los Angeles' Washington office, a position she held for five years. She then served as a budget analyst in Fairfax County from 1985-1990 before accepting the position of assistant town manager of Blacksburg, a post that she held for nine years. Svrcek moved to Lynchburg in 1999 after accepting her current position as deputy city manager.

Svrcek has been active in ICMA since 1989, including serving a three-year term on the ICMA Executive

Board as vice president for the Southeast Region beginning in 2006. She was selected as president-elect of the organization in 2011. She earned designation in 2002 as a Credentialed Manager through ICMA's Voluntary Credentialing Program. Svrcek also has been an active member of the Virginia Local Government Management Association, including service as president in 2005-2006.

ICMA's mission is to create excellence in local governance by promoting professional management worldwide and increasing the proficiency of appointed chief administrative officers, assistant administrators, and other employees who serve local governments and regional entities around the world. 



Svrcek was installed as ICMA president Oct. 10.

Vinton announces additions to staff

The Town of Vinton announced the addition of three people to its staff.

Ryan Spitzer, town manager of Glasgow in Rockbridge County for nearly five years, was named assistant to the town manager effective Nov 5. He will concentrate on economic development, special projects, general administration and supervision of the War Memorial and Special Program departments

Gary Woodson is the new public works director. He worked most

recently for the Department of Public Works in Suffolk and has more than 25 years of municipal and private construction management experience.

Kevin Kipp is the new facility manager for the War Memorial Event and Conference Center. He has more than 20 years of hospitality, event management and catering experience.

Henrico promotes McDowell to fire chief

Henrico County promoted **Anthony E. McDowell** as chief of the Division of Fire effective Oct. 20.

McDowell, who served as battalion

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- McDowell -

chief of administration, succeeded **Edwin W. Smith**, who retired in September after five years as fire chief. He joined the division in 1997 as a firefighter and rose through the ranks. McDowell is certified as an executive fire officer by the U.S. Fire Administration and a chief fire officer by the International Association of Fire Chiefs.

Steinhauser to lead Henrico Social Services



- Steinhauser -

Cynthia J. Steinhauser was promoted to director of the Department of Social Services in Henrico County effective Oct. 6. Steinhauser, who was serving as an assistant director of Social Services,

succeeded **Jane D. Crowley**, who was promoted to deputy county manager for community services. A Henrico employee since 1998, Steinhauser served as manager of the Human Services Division of Social Services before being promoted to assistant director.

Chesapeake fills Human Services post



- Cowling -

Chesapeake named **Susan Michelle Cowling** director of the Department of Human Services effective Nov. 5. Cowling, who has more than 31 years of experience in the social services field, served most recently as interim director of the Greenville / Emporia Department of Social Services while a search was conducted for a permanent director. Prior to that assignment, she spent

seven years as director of the New Kent County Department of Social Services. She replaced **Doris Palacios**, who retired.

Police chief retires in Falls Church



- Reitze -

Fall Church Police Chief **Col. Harry Reitze** retired effective Nov. 11. Reitze joined the Falls Church Police Department in 1975 as a patrol officer and rose through the ranks. He achieved the rank of captain in 1998, overseeing the Department's Services and Operations Divisions. In 2004, Reitze served as commander of the Special Operations Division, managing emergency preparedness and security operations. He was appointed chief in 2007. Over the course of his career, Reitze received numerous awards and recognitions, including two com-

White House lauds Bunting for innovation

HAMPTON CITY MANAGER Mary Bunting was named a White House Local Innovation Champion of Change recently.

Bunting was one of 13 municipal innovators from across the nation who have committed themselves to creating a more open and innovative government through entrepreneurship. They were honored Sept. 25 in Washington.

Bunting was nominated for the honor by Mayor Molly Ward, who cited the "I Value" budget campaign as a model other localities can adopt. Bunting decided to change the traditional model of budgeting to proactively gather public input at the beginning of the process, rather than waiting for reaction after the budget is drafted.

In her nomination, Ward wrote: "Hampton City Manager Mary Bunting believes that more public participation leads to better government, and she has demonstrated that during three years of difficult city budgets. Her "I Value" campaign has centered on getting residents to discuss priorities for the city's annual budget, using traditional in-person meetings

and reaching out to create community discussions virtually. The discussions have focused on core values for city services and avoided rhetoric."



- Bunting -

Ward also cited Bunting's use of technology to dramatically increase the number of people who can be involved in the decision-making process, from in-person keypad technology to online polling and from small neighborhood chats to online Q&As.

Bunting said, "I am honored to have been selected as a White House Champion of Change, "but the honor really belongs to all the Hampton residents and staff that came together to ensure local budget choices are understood by the larger community."

The Champions of Change program was created as a part of President Obama's Winning the Future initiative. Each week, a different sector is highlighted and groups of champions, ranging from educators to entrepreneurs to community leaders, are recognized for the work they are doing to serve and strengthen their communities. 

commendations for bravery and actions above and beyond the call of duty, Policeman of the Year in 1978, and an Award of Recognition from the Vietnamese Community of Washington, Maryland and Virginia in 1990.

Albemarle fills fire rescue post



David Puckett was named deputy chief of Albemarle County Fire Rescue (ACFR) recently. Puckett joined the ACFR staff in 1998 as a firefighter before rising to the ranks of captain and battalion chief. He became the department's first battalion chief in 2007.

Puckett will lead the operations division of the department where he will be responsible for the day-to-day operations of the county's career staff and managing the division's operating and capital budgets. He will oversee fire and EMS operations.

Leesburg names 2 management analysts



Lisa Haley and **Mike Bruckner** have been hired as management analysts in the Town of Leesburg's Finance Department.

Haley has eight years of experience as a management analyst in support of the federal government. She began work Sept. 4.

Bruckner worked most recently as a management assistant for the



City of Anaheim (Calif.) Finance Department, and has prior municipal experience with the cities of Santa Rosa and La Palma in California, and Philadelphia. He began work Sept. 17.

In their new positions, Haley

and Bruckner will focus on helping develop the two-year FY14-15 budget and other management research and analyses.

The two management analyst positions became available when **Bob Berkey** was promoted to finance operations manager and **Annie Carlson** became Information Technology Manager.

James W. Holley III dies; served Portsmouth

Dr. James W. Holley III, a dentist responsible for helping desegregate a number of institutions in his native Portsmouth before being elected a member of City Council and later twice as mayor, died Oct. 5. Dr. Holley had suffered a stroke two weeks earlier. He was 85.

His accomplishments as a crusader for civil rights won him a seat on council in 1968 as one of Portsmouth's first two black council members since Reconstruction. He lost a race for mayor in 1980 but returned to City Council two years later. Dr. Holley ran for mayor again in 1984 and won, becoming the first black mayor in South Hampton Roads. He served a second stint as mayor from 1996-2010.

James F. Hope Sr. dies; served Suffolk

James Franklin Hope Sr., an important figure in the merger of the cities of Suffolk and Nansemond, died Oct. 10 of complications after a fall, according to a news story published in the *Virginian-Pilot* newspaper. He was 95.

Mr. Hope, who served as the consolidated City of Suffolk's first mayor, was elected to City Council in 1966. He was instrumental, according to the news story, in the negotiations that led to the consolidation of Suffolk and Nansemond in 1974. The new combined City Council elected him mayor that year.

As mayor and councilman, according to the newspaper, Hope placed a priority on maintaining the historical character of downtown

Suffolk and the rural environment of Nansemond, which had been a county until 1972.

Jimmie Houff dies; served Clifton Forge

Clifton Forge Mayor **Jimmie Houff**, 74, died Oct. 19.

Mr. Houff, who was born and raised in Clifton Forge, had served on Town Council since 2006. He served as vice mayor in 2007-2008 and was elected mayor in January 2011. He was the Clifton Forge representative on the Roanoke Valley Alleghany Regional Commission.

Mr. Houff's professional career was spent as a supervisory economist with the U.S. Department of Labor's Bureau of Labor Statistics in Washington, a position from which he retired in 1999.

McRoberts honored by local attorneys

The Local Government Attorneys of Virginia has named **Andrew R. McRoberts** of the Richmond law firm of Sands Anderson the 2012 winner of the Edward J. Finnegan Award.

McRoberts first represented local governments in 1990 while in private practice. Later, he would serve as assistant county attorney in Arlington, county attorney in Culpeper and county attorney in Goochland. He returned to private practice in 2009 with Sands Anderson where he represents local governments and governmental entities on matters that include land use and taxation.

The award honors the legal career of Edward J. Finnegan, a longtime member of LGA who died in 1993. It is presented to a Virginian who has made significant contributions to local government or the LGA.

Smithfield recognized for bounty of blooms

THE TOWN OF Smithfield won three awards in the most recent America in Bloom national competition in Fayetteville, Ark.

The Isle of Wight County town won the overall competition in the category for communities with population between 8,001-13,000. Smithfield also was recognized in its population category for its community's heritage preservation efforts. It also won the overall Best Historic Walking Tour special award.

The America in Bloom judges spent three days in June touring the Smithfield Historic District and surrounding area. Judges evaluate each community based on six criteria: floral displays, landscaped areas, urban forestry, environmental efforts, heritage preservation and overall impression. Smithfield scored highest in the Heritage Preservation category with 141 out of 175 points.

For photos or information about the Smithfield program contact Judy Winslow at Smithfield and Isle of Wight Tourism at 757-357-5182 or jwinslow@isleofwightus.net. 



One of the main reasons cited for the job growth in the city were the Navy's decision to move four commands (Naval Network Warfare Command, NNWC Global Network Operations Center Detachment, Navy Cyber Defense Operations Command, and Navy Cyber Forces) into the U.S. Joint Forces Command site in Northern Suffolk. The result is more than 1,300 new jobs coming to Suffolk.

Farmers Market earns honors in Falls Church

The City of Falls Church Farmers Market recently earned both local and national accolades for its quality and variety of vendors, as well as its role in promoting local food sources within the community.

The market was voted the third best medium-size market in the country in the 2012 America's Favorite Farmers Market contest sponsored by the American Farmland Trust. The market also took the third spot among all markets in Virginia.

The readers of *Northern Virginia* magazine voted the market the region's best in its 2012 Best of NoVA listings. It also was chosen as the Best Farmers Market by *Virginia Living* magazine's Best of Virginia 2012 issue.

ELSEWHERE ...

Alexandria's residents and visitors can now participate in the largest bikesharing program in the United States, with more than 175 stations and 1,670 bicycles across Washington, Arlington County and the City of Alexandria. Capital Bikeshare users can pick up or drop off bicycles at any station in the region. The resource for all of Alexandria's transportation options is the city's Local Motion program. ... The **City of Falls Church Police Department** was awarded the Certification of Accreditation (Second Award) by the Virginia Law Enforcement Accreditation Program recently in recognition of its successful completion of the accreditation process.

Herndon wins festival awards

The Town of Herndon Parks and Recreation Department was presented with three awards recently by the International Festivals & Events Association for its involvement with the annual Herndon Festival.

Awards for the Herndon Festival were won in the following categories for events with budgets ranging from \$250,000 to \$749,999: Gold Award for Best Street Banner; Gold Award for Best T-Shirt Design; and a Bronze Award for the Best Festival / Event Mobile Application.

The association recognized the Herndon Festival at its 57th Annual Convention & Expo in Denver.

Chesapeake celebrates natural gas station

Chesapeake unveiled its first compressed natural gas (CNG) time fill station at a special "First Fueling" event on Sept. 7. Chesapeake Councilwoman Suzy Kelly, alongside fellow council members Debbie Ritter, Robert Ike Jr. and Scott Matheson,

performed the ceremonial "First Fueling" of a city waste management truck.

The city owns 17 CNG-equipped waste trucks and has plans to convert the entire 53-truck fleet over the next six years. All CNG trucks will be fueled at the compressed natural gas time fill station, saving the city thousands of dollars in fuel costs per truck each year. Compressed natural gas is a domestic fuel and is safer for the environment as compared to gas and diesel. Converting one diesel truck to CNG is equivalent to taking 300 gas powered automobiles off the road.

Suffolk recognized for job growth

CNN Money Magazine has named Suffolk the ninth best community in its Best Places to Live Top 25 List of "Where the Jobs Are" for 2012. Using statistics from 2000 to 2011, Suffolk demonstrated strong job growth with a 43 percent increase during that time. Only areas that were experiencing job and population growth and where unemployment was below the national average were considered.

Dobbins steps down as VML general counsel

VML'S LONGTIME GENERAL counsel Howard Dobbins ended his 44-year affiliation with the league this fall. Dobbins, 93, was recognized for his unwavering service during the VML Annual Conference in Williamsburg on Sept. 25.

Accompanied by his wife Virginia Anne and daughters Leigh Johnson and Anne Brasfield, Dobbins listened as outgoing president Rosemary Wilson of Virginia Beach reflected on his many accomplishments while VML Executive Committee members and past presidents looked on.

Dobbins was part of the VML family since the end of his service with the U.S. Navy in World War II. After the war, he went to work for the Richmond law firm of Wallerstein and Goode. Morton Wallerstein served as general counsel of the league then. That law firm would eventually become part of the law firm of Williams Mullen, which has about 250 attorneys today. Dobbins, who took over as VML general counsel in 1968, remains a partner in the firm today.

A past president of the Virginia State Bar, Dobbins has accumulated a long list of prestigious accomplishments and honors in the legal profession. In addition, in 2004 he was inducted into the Athletic Hall of Fame at Washington & Lee, where he starred in football and basketball.

"Howard has played a crucial role in virtually every aspect of VML for the last 44 years," Wilson said. "We can never thank him enough for his wisdom, advice and legal knowledge. He has been a true friend of VML for all these years, and a true friend to local governments." 



Rosemary Wilson with Howard Dobbins at VML Annual Conference in Williamsburg.



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Richmond details plans for Redskins training complex

Bon Secours commitment has citywide implications

RICHMOND MAYOR Dwight C. Jones announced the city's plan to develop a site adjacent the Science Museum of Virginia as the new home of Washington Redskins Summer Training Camp beginning in 2013.

In making the announcement Oct. 22, the mayor also disclosed that Bon Secours Richmond Health System (BSRHS) and the city have formulated a comprehensive strategy to stimulate new economic development and jobs throughout the city.

"We are announcing an agreement today that has overall merits for the entire city," Jones said. "Our efforts have leveraged the world-class opportunity of bringing the Washington Redskins Summer Training Camp to Richmond into an estimated \$40 million investment in our city with greatly expanded benefits."

Components of the Bon Secours Richmond Health System letter of intent include:

- BSRHS participation will enable the construction of the Redskins practice fields and sports medicine facility at Leigh Street (investment of almost \$6.4 million over 10 years).



Richmond Mayor Dwight Jones announces details of the Redskins training complex at a press conference on Oct. 21.

- BSRHS will develop a medicine and related use property at the former Westhampton School property site, as well as maintain the adjacent football field.

- BSRHS will develop a medical wellness and fitness center and related use property in the East End adjacent to the Bon Secours Richmond Community Hospital site.

"This agreement, in partnership with Bon Secours and the EDA, places the city in a position to not

only build the practice fields and field house for the Redskins, but to generate investment and business expansion throughout the city," Jones said.

"This agreement will allow Bon Secours to significantly expand upon our effort to build healthier communities across Richmond," said Peter J. Bernard, CEO of the Bon Secours Virginia Health System.

The city will provide Bon Secours with a long-term lease for use of the Westhampton School property site. The associated value of being able to develop on that site, without outright buying that site at market value, is being directed to the construction costs of the Washington Redskins practice fields and the development of Richmond Community Hospital in the East End.

According to Bon Secours, the Westhampton development is expected to generate 120 new jobs with a minimum payroll of \$10 million annually while the East End development is expected to generate 75 new jobs and a minimum annual payroll of \$5.7 million. With the addition of the Leigh Street development, the Bon Secours partnership will help the city realize the creation of more than 200 new jobs. **VTC**



Architect's rendering shows proposed training facility.

Underground utility damage prevention is a shared responsibility

SINCE 1979, VIRGINIA has had a law that defines the responsibilities of stakeholders to help protect our underground utility infrastructure.

This law, the Virginia Underground Utility Damage Prevention Act, was enacted to enhance public safety, protect the environment and reduce the economic effect caused by excavation damage to underground facilities.

Since its enactment 33 years ago, the act has been amended several times to further clarify the responsibilities of stakeholders. As a result, and through the hard work of many, Virginia has one of the most effective damage prevention programs in the country.

Enforcement of the act began in 1995 when authority was given to the State Corporation Commission (SCC) to enforce the provisions of the act and promulgate rules or regulations, if necessary.

Beginning in 1996, the SCC's Safety Staff began collecting data regarding damage to gas pipelines to establish baselines and monitor trends. This data show that over the past 15 years, Virginia's gas system has grown by about 44 percent, while excavation damage to these facilities has been significantly reduced by 67 percent. By any standard, the accomplishment is a tremendous success.

The job, however, is not complete. The most important factors contributing to this success have been the involvement by stakeholders and the partnerships that have developed throughout the years. Since the beginning, those affected by the program have been active in committees and working groups to discuss issues, ideas,

address problems, and seek reasonable common ground in the spirit of damage prevention.

By **FRANK HUDIK**

Examples of initiatives to continuously improve the program include initiating timely and appropriate amendments to the act and the SCC's rules, developing best practices for excavation and utility line locating, establishing outreach campaigns and statewide local damage prevention committees (LDPC), conducting consistent and effective damage prevention train-

beginning Jan. 1, 2011, through July 31, 2012, gas lines were damaged 1,780 times, according to the SCC. In 457 of those incidents (26 percent) the work was being performed for a city, town or county.

Local governments need to do better. No government wants its inattention to details to result in property damage, injuries or deaths. As can be seen in the accompanying chart, 58 percent of this damage is caused by the local government employees or their contractors not complying with the requirements of the act.

All local governments are encouraged to review their underground utility damage prevention programs and ensure those responsible for excavation or locating underground utility lines, whether employees or contractors, are trained on the requirements of the act and SCC rules. Additionally, here are a few other tips that also may help:

- Ensure Virginia's notification center is notified by calling 811 and the specific location of

the excavation area is provided to the center.

- Inspect construction sites periodically to ensure compliance with the act and rules.

- When damage to underground utilities does occur, analyze the root cause of damage and take corrective action to prevent a reoccurrence.

- Record the location of underground utility lines that are difficult to locate accurately, and take the necessary steps to ensure they can be properly located in the future.

- Review the excavation notices that your organization is submitting

ing, piloting and implementing new technologies to improve all aspects of the program and constructing an underground utility locating training facility at Southside Virginia Community College in Blackstone.

Although the amount of damage inflicted on gas pipelines has been reduced, there is still much room for improvement. Unfortunately, damage to gas pipelines by local government employees or contractors working on their behalf is at an all time high. In fact, it is the leading category of damage to gas pipelines.

Over the course of 19 months,



or receiving from Miss Utility of Virginia, and determine if the utility line locators are using the Positive Response Codes correctly. If they are not, take the appropriate corrective action. The codes are intended to be used as an effective and efficient method of communication between operators of underground utility lines and the excavator community regarding the status of a locate request. You can find a complete list of the codes at this Web address: www.scc.virginia.gov/urs/mutility/tie.aspx.

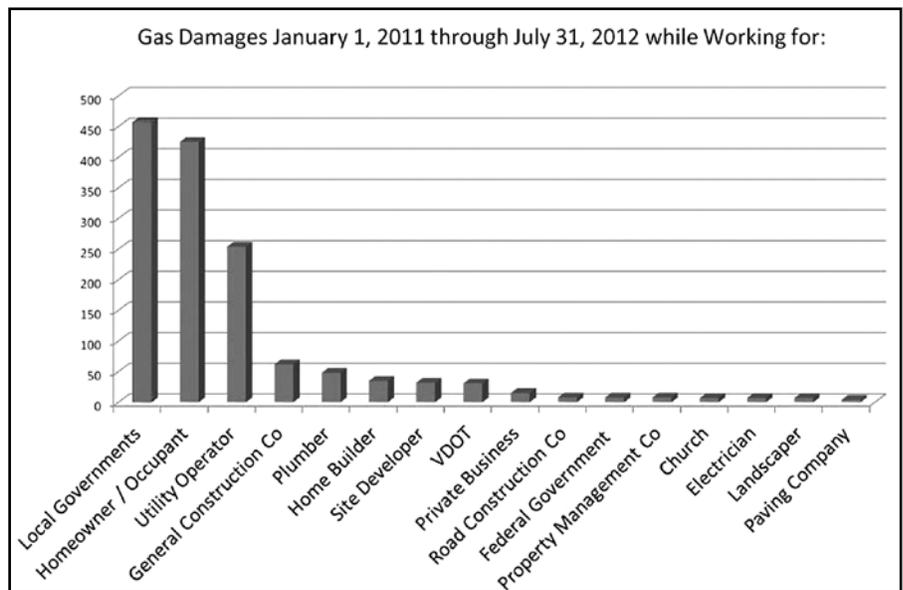
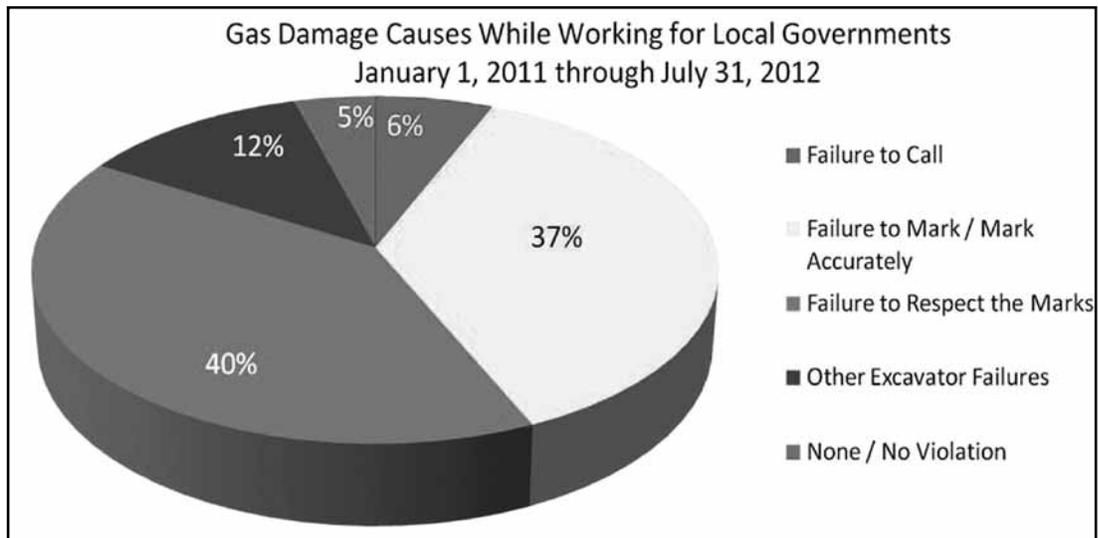
Another way to be proactive is by promoting Virginia's damage prevention message in your community: Dig With C.A.R.E. Keep Virginia Safe!

Help inform your citizens that they also have a responsibility in damage prevention. The SCC can provide you with newspaper, radio, television and Web site advertisements at no cost. Also available are decals and bumper stickers for equipment and vehicles, damage prevention brochures for citizens, professional excavator manuals, marking standards booklets, training DVDs, and a children's coloring book and animation video that can be provided to school systems.

Additionally, local governments that operate underground utility lines are required to be a member of Virginia's notification center (VUPS) and are responsible for developing and implementing a formal public awareness program to ensure that all parties affected by act are aware of their responsibilities.

Currently, the center offers the following training lessons, all of which are one hour in length and can be conducted at your location:

- Dig With C.A.R.E. Keep Virginia Safe!: This lesson reviews the requirements of the act and the SCC's rules for enforcement.
- Virginia's Underground Utility Marking Standards and Best Practices: This lesson reviews the requirements and best practices for marking



underground utility lines in Virginia.

- The Requirements for the Protection of Sewer System Laterals and Private Sewer Laterals: This lesson reviews the requirements for the protection of sewer system laterals and private sewer laterals that are a bit different than the general requirements of the act.

- Finally, a two-day Damage Prevention "Train the Trainer" Workshop is held quarterly at the SCC offices in Richmond. It is designed to provide a more in-depth understanding of the act and the SCC's rules. Those who successfully complete the workshop receive a certificate and a copy of the commission's damage prevention lesson plan and can train others.

To learn more about Virginia's

Damage Prevention Program, LDPCs in your area, free training and damage prevention resources, contact the SCC at 804-371-9983 or by e-mail at: frank.hudik@scc.virginia.gov.

Remember, we all have a shared responsibility to prevent damage to underground utility lines. Be a damage prevention leader in your community; set the example and take the extra step to prevent damage to underground utility lines, both yours and others. Dig with C.A.R.E. Keep Virginia Safe! 

About the author

Frank Hudik is the senior damage prevention specialist with the Division of Utility and Railroad Safety at the Virginia State Corporation Commission.



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The background of the entire page is a close-up, black and white photograph of asphalt pavement. A prominent, deep crack runs vertically down the center of the image, with several smaller, branching cracks visible on either side. The texture of the asphalt is clearly visible, showing small pebbles and the grain of the material.

The state-local government partnership is in need of repair

By ED DALEY

Meaningful communications is a good place to start

VIRGINIA HAS BEEN well-served throughout most of its modern history by a strong partnership between the state and its local governments. The Commonwealth's unique structure of independent cities and unconventional public service mechanisms, such as jurisdictional offices for social services and local highway maintenance departments, has worked because of this partnership. In a nutshell, state and local governments worked together to improve public services and enhance the quality of life for all Virginians.

Local governments have had disagreements with state government in the past, but there always seemed to be a positive focus on how to best address issues. VML and VACo were routinely included when state-level decisions affecting local governments were made. We didn't always agree, but communications were cordial, constructive and inclusive.

Changing landscape

A number of events in recent years have changed the state-local partnership. Today, there is too little meaningful dialogue between the state and localities. Communication tends to flow one way – down from the state.

While the Great Recession reduced tax revenue at all levels of government, the issue here is not budget cuts. The state and local governments have reduced services before and both continue to explore ways to provide effective public services as cost-effectively as possible. The real question is how the reductions should be acknowledged to the citizenry.

A last-minute maneuver by the 2008 General Assembly to “find” money resulted in a new program now dubbed by cities and counties as “Aid to the Commonwealth.” In short, Aid to the Commonwealth amounts to a money-grab shrouded in misinforma-

tion. Here's how it works: First, the state announces funding for a variety of state-mandated programs. The state then orders localities to send part of the money back. This gives the public the impression that programs were funded by the state when they were not. To add insult to injury, there are no mandate reductions or relaxation of standards to go along with the kick-back.

Aid to the Commonwealth will cost Virginia residents \$270 million by the close of FY13. Local governments are giving the state \$50 million this year and \$45 million next year. These same funds could be used to hire more than 650 teachers, police officers and firefighters instead of subsidizing the state budget surplus. Over the last three years, the state has crowded about \$1.4 billion in surpluses with local dollars from Aid to the Commonwealth in this mix.

The silent effect of this maneuver is that the local property taxpayer subsidizes state income and sales taxpayers. Does it make sense to use a revenue source as battered as the real estate tax to prop-up recovering state revenues? VML doesn't think so.

Income tax has long been recognized as the most progressive and elastic form of taxation. Individuals and businesses with the higher incomes have a greater ability to pay, and usually contribute more tax revenue than those with lower incomes. Income tax grows with increased personal and corporate wealth.

Individuals and corporations with greater revenue tend to purchase more goods and therefore pay more sales tax than those that do not purchase the additional goods. Sales tax revenues also are considered elastic and respond to economic changes.

Real estate and personal property taxes are not as responsive to changes in the economy and are considered inelastic. Property taxes are regressive in that the relationship between the amount of tax and the ability to pay is limited. This subsidy of the state budget by local property taxpayers

has never been acknowledged. The *Roanoke Times* recently suggested in an editorial that: “the State needs to rehabilitate itself from depending on localities for a bailout it does not even need.”

Public investment in education and community infrastructure has fallen behind, too. In 2009, the state provided \$5,274 in per-pupil funding. This year, state per-pupil funding is \$4,811. The Commonwealth Institute for Fiscal Analysis reports that Virginia local government support for education exceeded state requirements by an average of about 80 percent in 2011. Once again, the local property taxpayer subsidized the income and sales taxpayer. State funding also has decreased for health and human services, public safety, constitutional officers and other locally-administered programs.

Changing the conversation

The quality of the dialogue between the state and local governments needs to improve. Instead of hearing that the state doesn't have money and is imposing a distasteful give-back program like Aid to the Commonwealth, we need to seek common solutions. Some programs and services may need to be reduced or eliminated, but let's do so collaboratively. How can we help our citizens unless we meaningfully address financial issues?

Citizens expect quality public services delivered in an economical, effective and timely manner. Finding money for these public needs is never easy. Former Comptroller General and head of the GAO David Walker stated to *Governing* magazine in July that “ultimately the government will need to spend less and tax more than it historically has. That means over time, it will do less than people are expecting and tax more than people are accustomed to.” Government at all levels will need to do more with less and generate additional revenue.

Local governments need to be a part of the solution. In Virginia, cities, towns and counties are calling for increased transportation funding to meet critical needs that will relieve debilitating congestion and ensure a prosperous future. A new source of sustainable revenue will be needed.

Each year, local governments are forced to defend the BPOL and Machinery and Tools taxes. Instead, let's work on solutions that could provide adequate local government funding for police, fire, education and other services while phasing-out or modifying these two revenue streams to make them more acceptable to all.

Wytheville Mayor Trent Crewe and Emporia City Council Member Woody Harris are leading the VML Past Presidents in a discussion of how we can join with VACo, the Virginia Association of Planning District Commissions, and the Virginia Association of School Boards to collaborate with the state to find solutions that will enable us to move forward together.

Last year, VML President Rosemary Wilson asked VML Executive Committee members to meet with their state legislative delegations to discuss how local and state leaders can work together to build a strong partnership for the future. All municipal leaders need to follow this advice and meet with their delegates and senators to examine the effect of state budget actions on local services and property taxpayers. State government and local residents need to understand how the Aid to the Commonwealth program is affecting police response times and the standardized test scores of K-12 students.

In addition, we need to spend this next year exploring ways to make better use of the resources that we have through regional service programs, volunteers and similar efforts. *(See story at right)* And we must convince the public and our state and federal governments of the critical importance of investing in communities. 

About the author

Ed Daley, DPA, is city manager of Hopewell and serves as president of VML.

Examples of successful regional cooperation dot Virginia's landscape

VIRGINIA LOCALITIES HAVE always sought ways to reduce costs while maintaining citizen services. Regional planning district commissions (PDC) have frequently served as advocates and brokers for the development of programs and services that can be better provided on a multi-jurisdictional basis.

What began as a regional planning and A-95 review process has led to many other efforts. Area PDCs often serve as catalysts for the development of joint services such as tourism at the Crater and Northern Neck PDCs, the regional agritourism effort in Central Shenandoah and the regional communications system operated by the Region 2000 Local Government Council.

Former VML President Jim Council, the former mayor of the City of Franklin, used the Smart Beginnings program for early childhood education to demonstrate how localities and school districts can come together to achieve a common goal. Many localities have found ways to provide more uniform services and control costs with consolidated and regional services.

Some of the more common shared local services in Virginia include: Transit, workforce training and development, small business assistance, economic development, airports, regional jails and juvenile detention centers, and court facilities and services. In addition, other common shared local services include water and wastewater treatment and distribution, tourism and economic development, social services, educational facilities and programs, mental health services, sanitation and libraries.

The Hampton Roads Shared Services Project is a public-private venture that brings private business expertise together with the cities of Virginia Beach, Norfolk and Chesapeake to analyze public services and identify those programs that can

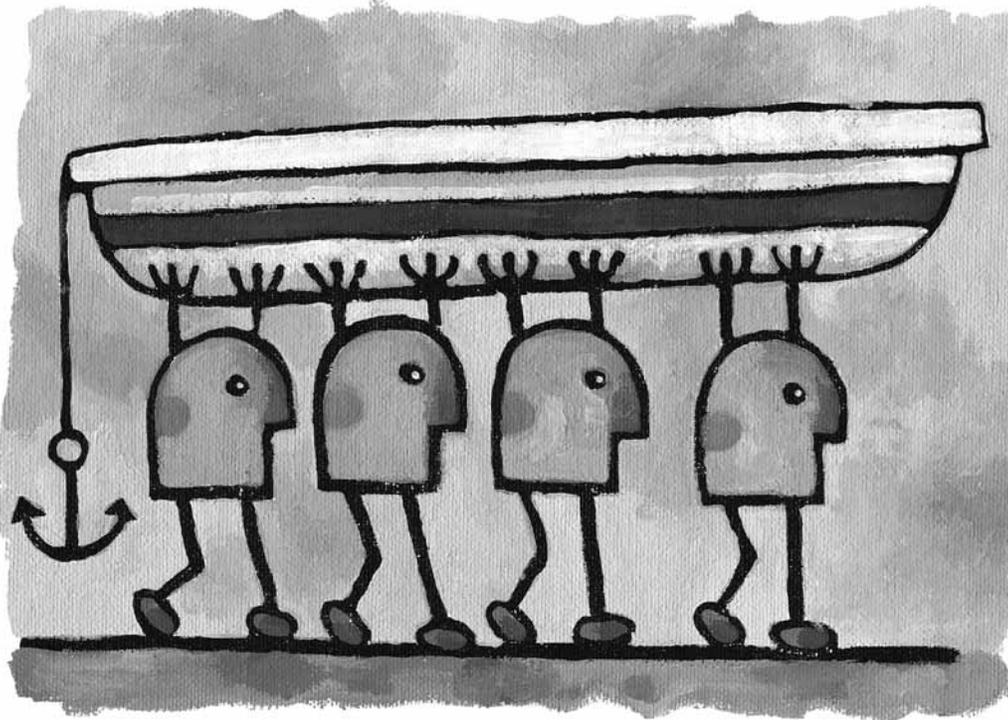
be provided more efficiently on a consolidated basis. Other jurisdictions also have engaged private business and non-profit leaders in this type of effort.

By ED DALEY

Some localities have gone further and found ways to cooperate on one of the most critical issues – money. Thirty years have passed since Charlottesville and Albemarle County agreed to share revenues from the Route 29 corridor and Winchester and Frederick County agreed to joint court facilities in downtown Winchester. The agreements were very different but both provide revenue for central city services. Harrisonburg and Rockingham County worked together to create joint court officers (Commonwealth's Attorney, Sheriff and Clerk of the Circuit Court) thereby improving customer services and reducing taxpayer costs. South Boston worked with Halifax County and reverted to town status thereby consolidating a number of services while maintaining the urban center's identity. More recently, Clifton Forge reverted to town status and joined with Alleghany County. The City of Bedford and Bedford County continue to move toward unification. Greater flexibility by the state to allow cities to modify their independence while maintaining city status would facilitate these negotiations.

Several localities such as Williamsburg and James City County, Emporia and Greensville County and the City of Fairfax and Fairfax County have found ways to consolidate education services. Many localities have consolidated facilities and programs with the school system. Working together creates greater benefit and lower costs for everyone.

The 2011 General Assembly directed the Joint Legislative Audit and Review Commission (JLARC) to study the costs and benefits to the state of providing financial and other incentives to localities that collaborate on capital projects and operating services.



projects and both associations join with the Virginia Association of Planning District Commissions to sponsor Local Government Day at the General Assembly. VML and VACo also operate a successful joint financing pool. Perhaps we can find even more ways to collaborate and save taxpayer dollars.

A person flying over Virginia cannot identify jurisdictional boundaries. The view all looks the same and it represents a world without borders. Shouldn't public services be the same and not constrained by city, town and county lines? 

The JLARC staff will present the report on Dec. 10.

The league initiated one of its most economical consolidation projects when it created the VML

Insurance Programs. Over the past three decades, the program has grown to provide coverage and services to 465 local entities. VML and VACo staff members work together on many

About the author

Ed Daley, DPA, is city manager of Hopewell and serves as president of VML.

Ed Daley at a glance ...

Hopewell City Manager Ed Daley, a longtime local government manager and former president of the International City/County Management Association, began his one-year term as VML president on Sept. 25. Here's a look at some of his career highlights:

Professional

- National Academy of Public Administration Fellow
- President, International City/County Management Association – 2007-2008
- City Manager, Hopewell, Va. – July 2007-present
- City Manager, Winchester, Va. – 1986-2007
- City Manager, Fairmont, W.Va. – 1980-1986
- City Manager, Dodge City, Kan. – 1978-1980
- Assistant City Manager / Community Development Director, Dodge City, Kan. – 1976-1978
- Comprehensive Employment and Training Act Director, Lawrence County, Pa. – 1974-1975

Education / Military Service

- U.S. Marine Corps, 1969-1972
- B.S. Political Science, 1973 – Slippery Rock University
- M.P.A., 1975 – University of Pittsburgh
- D.P.A. Public Administration, 2002 – University of Southern California

Personal

Born Sept. 16, 1948; married to wife Karen Daley for 42 years; two daughters, a son-in-law, two grandchildren and two cats.



- Ed Daley -



Getting under way ...

(Clockwise from top right) Members of the Colonial Williamsburg Fifes and Drums march into the conference's opening general session at the Williamsburg Lodge; VML President Ed Daley (l) with keynote speaker Scott Paine, associate professor at the University of Tampa who spoke on leading in a time of distrust; keynote speaker Jeff Goldsmith, president of Health Futures Inc., who spoke on the implications of the Affordable Care Act on local government; political commentator Bob Holsworth (r) talking with VML Executive Director Mike Amyx; and James Ingram of the Colonial Williamsburg Foundation, who portrayed Gowan Pamphlet, the first ordained slave preacher in America, at the conference's Prayer Breakfast held in honor of VML past presidents.





Speaking of experts ...

Conference speakers included (clockwise from top far right) Brian Cossman, a professional engineer with Hurt & Proffitt, who spoke on ensuring a healthy water supply; Colonial Heights Council Member Kenny Frenier, who spoke on cost recovery for emergency medical services; VML Director of Human Resources Tina Stevens, who spoke on the human resource services offered by VML Insurance Programs to its members; Williamsburg Assistant City Manager Jodi Miller (l), York County Webmaster Coleen Cason (c) and Hampton City Manager Mary Bunting, who led a workshop on Transparency in Government; and AARP Statewide Volunteer Program Specialist Stephanie Gossett, who spoke on making better use of senior volunteers.

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 Williamsburg
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On exhibit ...

Exhibitors at the Annual Conference included Mike Hawkins (l) and Richard Taylor of the Virginia Housing Development Authority (top right), and Kristie Hooper of Joyce Engineering (bottom right). The Exhibit Hall (center) was home for more than 80 firms during the first two days of the conference.



A word from our sponsors ...

Sponsors of the 2012 VML Annual Conference included (clockwise from top left) Randy Vaughan (l) and Fred Armstrong of Wiley | Wilson; Mary Dickerson and Page Cockrell with Hurt & Proffitt; Dennis Howard (l) and Alan Edwards with SunTrust bank; and (l-r) Greg Dickie, Lisa Schenk and Harry McMillen with VML Insurance Programs.



Speaking of experts ...

Conference speakers included (clockwise from top) Roanoke Director of Finance Ann Shawver (back to camera), leading a round table on budgeting



for non-profit organizations; attorney Phyllis Katz of Sands Anderson, who spoke about the legal and insurance aspects of volunteerism; Alexandria Gang Prevention & Intervention Coordinator Mike Mackey; attorney Andrea Erin, who spoke on town-county relations; Virginia Department of Fire Programs Director of Administration Brook Pittinger; and state Secretary of Veterans Affairs and Homeland Security Terrie Suit, who spoke on homeland security and public safety funding issues.



Open and shut ...

(Clockwise from top left) Carolyn Kincaid, executive director of the Volunteer Center for the Virginia Peninsula, kicked off the conference Sunday afternoon with a special workshop on Managing Volunteers in Times of Disasters; Maryland Municipal League Executive Director Scott Hancock (l) with VML Executive Director Mike Amyx following the closing banquet; Maryland Municipal League President Judith Davis (l), mayor of Greenbelt, with outgoing VML President Rosemary Wilson following the closing banquet; and Hopewell Mayor Christina Luman-Bailey (l) and Councilor Brenda Pelham (r) with VML President Ed Daley, city manager of Hopewell, and Daley’s wife Karen following the closing banquet.



**Population Award
35,001-90,000
Danville**

(l-r) City Manager Joe King,
Council Member Larry
Campbell, Vice Mayor Gary
Miller and Council Member
John Gilstrap.



**President's Award
Abingdon**

(l-r) Town Council
Member Bob Howard,
Council Member Rick
Humphreys, Town
Attorney Deb Icenhour,
former Mayor Lois
Humphreys, former
Planning Director Al
Bradley, Mayor Ed
Morgan, Director
of Information and
Technology Floyd
Bailey, Town Manager
Greg Kelly, Assistant
Town Manager Garrett
Jackson and former
Mayor Dr. French
Moore.



**Population Award
fewer than 5,000
Wise**

(l-r) Town Council
Member Jeffery
Dotson, Vice Mayor
Caynor Smith Jr.,
Mayor Erra Sutherland
and Town Manager
Beverly C. Owens.





Communications Award

Fredericksburg Police Chief David Nye (l), Police Department Public Information Officer Natatia Bledsoe (c) and City Manager Beverly Cameron.



Population Award 10,001-35,000

Falls Church Housing and Human Services Manager Nancy Vincent and City Manager Wyatt Shields.



Population Award more than 90,000

Portsmouth

(l-r) Codes Enforcement Manager Theetta Raynor, citizen advocate Terry Danaher, Director of Permits and Inspections Doug Smith, Senior Legislative and Management Analyst Sherri Neil and citizen advocate Stephenie Love.



Population Award 5,000-10,000

Marion

(l-r) Town Council Member Larry Carter, Council Member Jim Owens, Mayor David Helms, Town Manager John Clark and Director of Community and Economic Development Ken Heath.

Falls Church addresses stormwater challenges

FALLS CHURCH, a small Northern Virginia city with 12,000 residents spread over slightly more than two square miles, includes significant commercial development, much of which was established more than 30 years ago. This development density has resulted in significant imperviousness (more than 40 percent). Pavement, rooftops and other surfaces prevent rainfall from soaking into the ground, which results in more stormwater runoff. Like many communities with aging infrastructure and new regulatory requirements, Falls Church is addressing stormwater challenges.

Prioritizing

As the city developed, the exclusive focus of stormwater infrastructure was reducing flooding. The city addressed surface drainage through the construction of a complex storm sewer network, much of which is corrugated metal pipe (CMP). CMP has a short life span, approximately 30 years. As this pipe ages, it can corrode and collapse, resulting in localized flooding. In 2011, the city engaged GKY to develop a comprehensive storm sewer system maintenance and replacement prioritization tool to drive capital improvement plan (CIP) investment. GKY developed a GIS-based tool and database that includes infrastructure photos, pipe video, and inspection reports, assigning a priority rating for each noted deficiency using a 1-5 scale. Based on the priorities identified, the city and GKY are planning retrofits to the existing storm sewer system along the main commercial

corridor, West Broad Street, which experiences periodic flooding.

Regulatory requirements

In addition to infrastructure challenges, the city also is subject to a National Pollution Discharge Elimination System (NPDES) small Municipal Separate Storm Sewer System (MS4) permit. This permit addresses the discharge of stormwater from storm sewer systems to streams, lakes and other bodies of water, including the Chesapeake Bay. The city must develop and implement a comprehensive stormwater management program, including best management practices, to address the quality of stormwater runoff. Much of the city's storm sewer infrastructure was

assist in developing and implementing a stormwater management program.

GKY's assistance to the city has included:

- Evaluating the MS4 Program to determine if the plan's BMP menu should be amended based on Virginia's changing landscape for water quality and stormwater management compliance (including Total Maximum Daily Load (TMDL) waste load allocation);
- Performing the MS4 permit-mandated evaluation (self-audit) of the city's MS4 Program using the EPA's Municipal Stormwater Program Evaluation Guidance;
- Developing a set of standard operating procedures for stormwater pollution prevention associated with landscaping, vehicle refueling, equipment maintenance, vehicle washing and storm drain system cleaning; and
- Assisting with inspection of the city's privately-maintained stormwater BMP facilities and providing training to city staff on stormwater BMP research, assessment, and reporting for the private inventory database.

Virginia's regulatory environment is in a state of flux, with changes to MS4 permit requirements, state stormwater regulations, and Chesapeake Bay TMDL requirements. GKY is working with the city to stay one step ahead of these requirements.



Contact: Stuart Stein, PE, President, GKY & Associates, 4229 Lafayette Center Drive, Suite 1850, Chantilly, VA 20151; 703-870-7000; 703-870-7039 FAX; www.GKY.com.

GKY, a sustaining member of VML, was founded in 1976 and is a Virginia leader in water resources engineering, planning and science. Based in Chantilly, GKY has been providing consulting services to municipal, state, federal and commercial clients for more than 35 years.



Falls Church is in the midst of developing and implementing a stormwater management program.

developed prior to these requirements that address the quality of stormwater. Because so much development and stormwater infrastructure is in place, Falls Church is constrained in finding feasible options for reducing stormwater pollution. It has turned to GKY to

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

A full version of the entire job listings published here for the past two months appears on VML's Web site at www.vml.org. Visit the VML site and click on "Marketplace" to read the complete descriptions.

Assistant City Manager, Fayetteville, N.C.

SALARY: DOQ/DOE (+) benefits. (pop. 208,000) One of two ACM positions that reports to city manager. Will join team committed to transforming and modernizing N.C.'s 6th largest city into a high-performance organization committed to data-driven decision making and outstanding service. Reqs. relevant master's degree and min. 10 yrs. of progressively responsible municipal exper., with 3 yrs. of service as a city manager, assistant city manager or equiv. Apply to: Heidi Voorhees at www.VoorheesAssociates.com/current-positions. For additional info contact Heidi Voorhees at HVoorhees@VAResume.com or at 847-580-4246. Deadline: Dec. 7. EOE.

Town Attorney (Part-time), Middletown

SALARY: Negotiable DOQ/DOE. Reqs. highly skilled and motivated Va.-licensed attorney and graduation from accredited law school with emphasis on municipal/local govt. issues. Submit resume with salary requirements and availability date to: Town of Middletown, Rebecca Layman, 7875 Church St., Middletown, VA 22645. E-mail: clerk@middletownva.gov; Fax: 540-869-4306. Open until filled. EOE.

Planner I, Herndon

SALARY: \$52,266-plus DOQ/DOE (+) benefits. Provides range of responsibility encompassing multiple aspects of community planning with emphasis on urban form, TOD design, architectural review and historic preservation. Reqs. master's of architecture, planning or historical preservation with min. 2 yrs. of professional planning exper. or bachelor's degree in planning, architecture or historical preservation with min. 5 yrs. of related professional planning exper. Knowledge of GIS req'd. Town application req'd. Call 703-481-1185; e-mail jobs@herndon-va.gov; or visit www.herndon-va.gov. Open until filled. EOE.

Environmental Planner & GIS Manager, Colonial Beach

SALARY: DOQ/DOE (+) benefits. Review plans for proposed subdivisions, as well as site and other construction/development plans; inspect development sites to

ensure compliance with environmental ordinances; develop and create databases to expand GIS platform; support all activities related to environmental, utility and comprehensive planning. Reqs. knowledge of VPDES, MS4, TMDL and CBPA requirement. Reqs. min. of a relevant associate's degree or any comb. of exper. and training that provides the req'd knowledge, skills and abilities. Must have certifications req'd by state or be able to acquire within 12 mos. Submit resumes and completed town job application to: Town Clerk, 18 N. Irving Ave., Colonial Beach, VA 22443, or by e-mail to kflanagan@colonialbeachva.net. Open until filled. EOE.

Benefits Manager/HR Manager II, Alexandria

SALARY: \$69,697-\$111,990 DOQ/DOE (+) benefits. Responsible for needs assessment, benefit plan design and acquisition, legal compliance, maintenance and administration of city's benefit programs. Serves as city's contract administrator for contracts involving employee benefits, including preparation and evaluation of requests for proposals, recommending vendors for selection, monitoring vendor performance, and negotiating annual renewals. For requirements and to apply, visit www.alexandriava.gov/jobs. Open until filled. EOE.

Coastal Resources Planner, Northern Virginia Regional Commission

SALARY: \$62,058-\$82,745 DOQ/DOE (+) benefits. Plans, coordinates and implements the Coastal Zone Management Program and addresses environmental issues associated with water quality such as urban forestry and stormwater management. Reqs. bachelor's degree in aquatic ecology, biology, environmental science, environmental engineering, natural resource management, urban or regional environmental planning or related field (or a comb. of educ., exper. and training equiv. to a B.S.) plus min. 4 yrs. exper. in environmental science/planning or public policy; MA/MS in related environmental field may substitute for 1-2 yrs. exper. Send resume and cover letter to: info@novaregion.org. Deadline: Nov. 30. EOE.

Deputy Executive Director, Hampton Roads Planning District Commission

SALARY: DOQ/DOE (+) benefits. Guides and supervises staff in the areas of regional planning, solid waste, water resources, public info, economics, emergency mngmnt. and housing. Reqs. any comb. of educ. and exper. equiv. to graduation from an accredited college with bachelor's degree in urban planning or public admin. supplemented by master's degree in urban

planning, public admin. or related field. Prefer considerable professional exper. with significant supervisory exper. in public sector. AICP certification desirable. Full job description at www.hrpdcva.gov/Employment.asp. Send resumes to: Kelli Peterson, Human Resources Administrator, Hampton Roads Planning District Commission, 723 Woodlake Drive, Chesapeake, VA 23320 or by e-mail to kpeterson@hrpdcva.gov. Deadline: Nov. 30. EOE.

Systems Analyst II/III, Virginia Beach

SALARY: \$63,689-\$100,373 DOQ/DOE (+) benefits. Lead technical analysis tasks. Lead and conduct detailed technical analysis of business processes and software applications while coordinating activities on multiple projects and project teams. Visit www.vb.gov.com/careers for more detailed job info and to apply on-line. Job # 4921. Open until filled. EOE.

Chief of Fire & EMS, Hanover County

SALARY: \$98,424-\$132, 875 hiring range (+) benefits. (pop. 100,000; 1,000 volunteer firefighter/medics; 152 career staff) Executive-level position reqs. thorough knowledge of modern fire and suppression techniques, fire investigation, fire prevention, emergency medical services and disaster planning, and management. Must foster volunteer involvement and membership to support a combination of career and volunteer system. Successful candidate must have a bachelor's degree, preferably in a related field, and min. 10 yrs. progressively responsible exper. in Fire & Emergency Medical Services, including 5 yrs. in a supervisory or mngmnt. level. To apply or to learn more, visit www.hanovercounty-jobs.com. Open until filled. EOE.

Assistant Assessor (Finance Department), Albemarle County

SALARY: \$54,513-\$65,416 DOQ/DOE (+) benefits. Facilitates and supports staff in the delivery of real property appraisals. Responsibilities include planning, organizing, supervising and directing the appraisal staff. Reqs. any comb. of educ. and exper. equiv. to graduation from an accredited college with major course work in real estate, business management or economics; reqs. min. 8 yrs. appraisal exper. for taxation purposes; licensed by Va. as a certified appraiser, or be willing to obtain the license within 6 mos. Prefer professional designation and supervisory exper. On-line application and complete job description at www.albemarle.org/jobs. Open until filled. EOE.

Town Manager, Clarksville

SALARY: DOQ/DOE (+) benefits. Responsible for the general management

of the administrative affairs and work of the town, including water and sewer utility and solid waste collection systems; planning and zoning, economic development; preparation of budgets, reports and proposals for the Town Council. Reqs. relevant bachelor's degree, broad managerial exper., thorough knowledge of federal, state and local laws, regulations and policies applicable to providing public services through town government; ability to evaluate socioeconomic and physical problems of smaller town populations. Direct requests for additional information to 434-374-8177. Forward resume with min. 3 references to: Screening Committee / Town Manager Position, P.O. Box 1147, Clarksville, VA 23927 or to clarksvillemanager@verizon.net. A background check will be conducted on finalists. Deadline: Nov. 30. EOE.

Director of Public Utilities, Caroline County

SALARY: DOQ/DOE (+) benefits, including VRS. Responsible for managing water and wastewater systems, solid waste collection and disposal, and capital improvement projects. Oversees appx. 30 FT employees. Candidates with a 4-yr. college degree in public admin., business, mngmnt. or engineering will be considered equally.

Reqs. min. 7-10 yrs. progressive related exper., including 3 yrs. of supervisory exper., or any equiv. comb. of training and exper. that provides the req'd knowledge, skills and abilities. Submit county application, resume and cover letter to: County Administrator Charles M. Culley Jr., P.O. Box 447, Bowling Green, VA 22427; 804-633-5380. Applications at County Administrator's Office or www.visitcaroline.com. Deadline: Dec. 3. EOE.

Zoning Administrator, James City County (James City County, VA)#725

SALARY: \$57,227 or higher DOQ/DOE (+) benefits. Responsible for overall administration of county's Zoning Ordinance and proffers. Reqs. bachelor's degree in planning or allied field; 5 yrs. exper. in planning and zoning and 2 yrs. direct supervisory exper.; or any equiv. comb. of acceptable educ. and exper. Must be certified as a CZA through VAZO or obtain certification within 2 yrs. Complete job description at http://bit.ly/TIEIQV. County application at www.jamescitycountyva.gov. Submit application to the James City County Human Resource Department. Job. #725. Open until filled. EOE.

Program Coordinator (Public Works), Christiansburg

SALARY: \$43,748-\$46,304 DOQ/DOE (+) benefits. Plans, organizes, leads and controls administration of assigned Public Works activities, programs and functions. Analyzes and administers various components of the safety, environmental and health programs. Responsible for preparation and support of the Field Operations Division financial and fiscal activities. Programs include safety, solid waste, pavement maintenance, spring and fall clean up, leaf removal, sign retro-reflectivity, fire hydrant maintenance, water sampling, street painting, etc. Reqs. relevant bachelor's degree and 5 yrs. related exper. More info and apply online at www.christiansburg.org. Open until filled. EOE.

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

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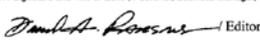
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Full Name	Complete Mailing Address
Virginia Municipal League	13 E. Franklin St., Richmond, VA 23219-2105 P.O. Box 12164, Richmond, VA 23241-2164

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By Bill Barnes

New frontiers for regional economies and governance

WE FIND OURSELVES amidst widespread explorations of new ways to conduct government.

Some explorations are not so useful – trying to operate the federal government without a functioning Congress; selling large chunks of the political process to what one recent correspondent to this column simply called Big Money. Others are more promising, like enabling several federal departments to collaborate to implement a big program.

At the local level, exploring proceeds apace in search of ways to solve problems that cross boundaries. Cautions, even fears, about the threat of one, big “regional government” persist, as Neil Kraus points out in a recent *State and Local Government Review* article about a rural Wisconsin area. Although examples of unsuccessful efforts are not hard to find, lots of collaborations are interesting, important and successful.

These inter-local and regional efforts involve messy, often gritty, work on the ground. That work is pushing in some new directions.

Re-shaping the envelope

The ideas and images people bring to this work matter immensely: they shape the options for action that people will likely consider. For example, practitioners increasingly focus on building capacity to achieve goals rather than on structure. The measure of success is not about creating a new governmental unit; it’s about marshaling the capacity to achieve a purpose. That focus frees leaders to act as needed.

Thus, what’s called regional governance is just politics, policy and problem-solving at the scale where there is no authoritative governmental unit but there are shared concerns. This is a practical process of historical

adaptation to changing contexts and challenges. A concept paper along these lines is on the “Governance” page of the NLC website, and a workbook for local leaders who aim to “get things done regionally” will be available there soon.

A second frontier involves coping with the realization that the physical shape of “the region” depends on the place and the goal or purpose sought. The geography for water resources, for instance, is different from the geography for emergency services. They also involve different intergovernmental challenges, both horizontal (across the region) and vertical (with the state and the feds.) So there’s no default “region” either spatially or governmentally. Instead, leaders increasingly let the space and the governance fit the problem that is to be solved.

Third, there’s more recognition that governance across boundaries requires attention to issues of power and voice and to the question of who benefits? These items are at the core of politics at any scale and are too often absent from “let’s all just collaborate” happy talk.

Systems of regions

A wider frontier for exploration is learning more about the implications of the fact that each region is enmeshed in national systems of regions. For some topics, the system is even international, like economics or immigration. No region is an island unto itself; and none are autonomous silos. (Think, for example, of the map of “auto communities.”)

It’s not either/or: each region is a functioning system and it is connected to other regions through networks. They compete and they are interdependent. It’s best to keep this duality in mind when you see presentations that, in effect, ignore it: the lists and rankings of “metros” and the maps that show each metro region as a

free-standing bar. Those presentations are useful, but they can send the misleading message that regions are essentially separate from one another.

Take economics, for example. The recent emphasis from the Obama administration on international economic connections – exporting abroad – is crucial and commendable. But we also need to recognize the importance of exports and imports among U.S. regional economies, which is where most of the “trade” of most regions occurs. Your local economy is importantly connected to others, both domestic and foreign, and local economic development strategies should take that reality into account.

Finally, it’s time to see that those economic flows of goods, services and knowledge create the national system of regional economies that constitutes what is called the U.S. economy. In *The New Regional Economies* (1998), Larry Ledebur and I called this the “Common Market of the United States.” National averages and even state averages misrepresent what’s going on in the real economy: the system of interconnected regions. We urged that this way of understanding economics in the U.S. should have a key place in economic analyses, including federal policymaking.

We suggested, moreover, that the regional economies collectively should have a national voice. There could be a Forum for the Common Market through which the voices of those regional economies could be articulated into national and state policy discussions.

These are perhaps daunting thoughts. Exploring new frontiers of any sort is risky, exciting and potentially very rewarding. We all have a stake in the explorations. 

About the author

Bill Barnes is the director for emerging issues at NLC.



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