

The magazine of the Virginia Municipal League

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VIRGINIA

TOWN & CITY

NORFOLK

To chart its future, a port city adapts

Also inside:

VML Annual Conference preview





Back To School Readiness Checklist

- Are you aware of fire hazards in classrooms?
- Are your teachers prepared to prevent slips, trips, and falls?
- Are your cafeteria staff able to prevent falls, burns, cuts, & strains?
- Are stepstools available for hanging artwork?
- Are cords posing a trip hazard?
- Are your drivers prepared for back to school traffic, students, and weather changes?
- Have your playgrounds been inspected for adequate surfacing material? Are there missing bolts or damaged structures?
- Are your facilities ready for fall sports?
- Are your bleachers and spectator areas hazard free? Check for walkway, lighting, and concession stand hazards.
- Are your field house buildings ready for the visiting team?
- Are your gymnasiums and auditoriums inspected for pep rallies and assemblies?



VML Insurance Programs (VMLIP) offers a variety of safety resources including webinars, online training courses, personalized consultation, and more to help your schools start the year off with safety as a priority. To learn more, contact your safety consultant today!



About the cover

Water – a defining characteristic of Norfolk throughout its history – remains at the heart of a city determined to adapt to the challenges confronting its future.

Features

Variety in building size and age yields vibrancy

Why is it that neighborhoods with older, smaller buildings often seem more vibrant than those with larger, newer ones? Historic preservationists have long argued that older structures play a crucial role in contributing to the livability of cities and the health of local economies. Read why.

By Edward T. McMahon

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Norfolk: Port city with rich heritage dives into future with innovation and a towel

The City of Norfolk features more than 144 miles of shoreline along lakes, rivers and the Chesapeake Bay. These natural waterways provided food and transportation to Native Americans who thrived in the area. Today, Norfolk’s fluid geography continues to thrive, and the water that surrounds it on three sides is still defining it.

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Preview: Roanoke awaits 2014 VML Annual Conference

Local government officials from across the Commonwealth will travel to Roanoke for the 109th Virginia Municipal League Annual Conference Oct. 5-7. Register now for this exceptional event that will feature outstanding speakers, workshops and networking opportunities.

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The business of governing



About 100 newly-elected local government officials from across the state spent three days in early July attending VML’s Newly Elected Officials Conference in Richmond. See the new leaders at work in two pages of photographs.

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Next stops: Bedford, Appomattox

ON THE WAY back from a recent trip to the southwest part of the state, my family and I discovered two amazing sites dedicated to the men and women who have served in our armed forces. First, we stopped in Bedford at the National D-Day Memorial. Most of you have likely heard the story of the “Bedford Boys.” When Allied Forces stormed the beaches at Normandy on Friday, June 6, 1944, the Town of Bedford lost 19 men. With a population of 3,200 at the time, this was proportionately the greatest loss suffered by any community across the United States. To commemorate the magnitude of this loss, the National D-Day Memorial was dedicated in this small Virginia community on June 6, 2001.

The memorial itself is stunning. With picturesque mountains surrounding the site, it rises out of the landscape to tell the story of one of the most important days in the history of the United States, and indeed the history of the world. We were awed by the names and faces of the courageous leaders who made the decision to storm the beaches of France risking thousands of lives for the cause of freedom. We were moved to tears by the sound of bullets skipping across the water that must have struck fear in



National D-Day Memorial in Bedford.



McLean House at Appomattox is maintained by the National Park Service.

the hearts of the soldiers who scampered from amphibious vessels and toward certain peril.

Our visit to the National D-Day Memorial was one of the most memorable locations that we have visited since arriving in Virginia last winter. For more information about Bedford or the memorial, go to <http://www.dday.org>.

Our next stop was Appomattox. As school children in Kansas, we were taught that the Civil War didn't really

start at Fort Sumter. Rather, it started when Kansas refused to come into the Union as a slave state. This was an era referred to as “Bleeding Kansas” and it predates the shot fired at Fort Sumter by a number of years. So, having been in the place where the Civil War actually began, we were anxious to see the location where the war “officially” came to a close.

Appomattox is maintained by the National Park Service and the Civil War era buildings have been well preserved. Within the courthouse, there is a wonderful Civil War museum with interesting artifacts. You can also tour the McLean House where the surrender meeting took place. For more information about the Appomattox Court House National Historical Park, go to www.nps.gov.

And just down the road about two miles from the Appomattox Court House site is the Museum of the Confederacy-Appomattox, which opened in 2012 and contains fascinating artifacts, photographs and documents. For more about that museum, go to www.moc.org.

Dickie departs after long VMLIP career



- Dickie -

Greg Dickie, the longtime director of member services for the Virginia Municipal League Insurance Programs, retired at the end of June.

“Greg took with him a wealth of information about VML Insurance Programs and our members that he has gained over the past 20-plus years,” said VMLIP Managing Director Steve Craig. “He contributed immensely to the success of our organi-

zation throughout his tenure; he is loved dearly by both staff and members, and he will be missed.”

Dickie’s career in insurance began as a trainee in Aetna’s underwriting program after receiving an MBA in risk management and insurance from the University of Georgia. After several subsequent stops, Dickie signed on in 1993 with Hastings Tapley, a third-party administrator that worked with VMLIP. Three years later, the Hastings Tapley staff were hired as league employees, and Dickie’s 21-year career working with local governments began in earnest.

Before stepping down, Dickie reflected on how much he enjoyed helping member solve problems and navigate unique exposures and liabilities.

“As a pool, we are focused on doing what is right for our member, rather than what is the most profitable like a for-profit insurance company might do,” Dickie said. “The focus with VMLIP is on improving risk management – and truly in helping our members create better communities.”

Dickie’s replacement is **Jeff Cole**, formerly with McNeary Inc., who took over on July 1. Cole has worked in the insurance industry for more than 38 years in underwriting, sales and consulting. Since 1998 he worked as a senior vice president, senior consultant and head of office at McNeary where he has provided commercial insurance and risk management consultation to private

and government sector clients.

Cole has been a frequent speaker throughout his career for organizations such as the Risk Insurance Management Society, the Virginia Self Insurers Association, the Virginia Local Government Management Association and the Virginia Hospital & Healthcare Association.

Marion, Heath cited for ‘pop up’ initiative



- Heath -

The Southern Economic Development Council (SEDC) honored the Town of Marion and its economic development director, **Ken Heath**, for the success of a downtown entrepreneur development program.

Heath accepted SEDC’s Community and Economic Development Award for “Pop Up Marion,” which has produced impressive results since its inception in 2012. The program has dropped the storefront vacancy rate in the Smyth County town from more than 17 percent to less than 6 percent in under two years. It is responsible for training 142 people, graduating 50, starting 14 new businesses, creating 68 new jobs, spurring nearly \$2 million in private reinvestment, selling seven downtown buildings and filling an additional nine storefronts in the Virginia Main Street Community.

Pop Up Marion offers downtown entrepreneurs up to \$5,000 to offset startup costs like rent and utilities for the first six months of operation in exchange for the businesses committing to a strong mentorship program during those formative months. Marion’s program is a twist on a trend in larger cities where businesses “pop up” in vacant spaces for a short time to create more retail traffic.

Funding for the program involves a mix of public and private investment, including sponsorship from Wells Fargo, grants from Virginia Department of Housing and Community Development, and in kind support from Marion Downtown, People Inc., the Virginia Department of Business Assistance, the Smyth County Chamber of Commerce and the Virginia Tourism Corporation.

“We’re proud to offer our twist on the business competition programs to anyone that asks,” Heath said. “We’ve hosted community leaders, regional planners, even the Commonwealth’s Secretary of Commerce and Trade here in Marion to showcase our small businesses, and we have our own traveling road show where we can travel to share our story.”

Heath accepted the award as part of SEDC’s annual meeting in Memphis in early August.

Evans retires as deputy manager



- Evans -

Alexandria Deputy City Manager **Michele R. Evans** retired Aug. 1 after more than three decades of service to the city.

“In her 37-year tenure in Alexandria, Michele Evans has been a tremendous asset to the City, possessing a wealth of knowledge and understanding about the city, its history, and its people,” said City Manager Rashad M. Young. “Her love for Alexandria and her longtime presence in our community exemplifies what public service is all about, and has enriched and inspired us all.”

Roanoke selects finance director



- Dameron -

Barbara A. Dameron was named finance director for the City of Roanoke effective July 22. She had served the past nine years as finance director in Danville.

During her tenure in Danville, Dameron also served as deputy director of finance and as a senior accountant. Prior to her service in Danville, she was employed as an accountant and cost systems analyst in the private sector.

Gordonsville names Kendall as manager



- Kendall -

Deborah S. Kendall will assume the duties of town manager in Gordonsville on Sept. 1. She has worked for the town as town clerk/planner for more than three years.

A native of Gordonsville, Kendall is a certified planner with more than 20 years of local government experience. Prior to working for Gordonsville, she worked as planning director and director of strategic planning for Orange County. She will replace **Sabrina Martyn**, who announced her retirement in June.

Vinton names Spitzer deputy manager

Ryan Spitzer was promoted to assistant town manager in Vinton.



- Spitzer -

Spitzer, who served as assistant to the town manager, will add supervision of the Human Resources Division to his duties. He will continue in his role leading the town's economic development efforts, managing improve-

ments to downtown, performing special projects and supervising special programs, and overseeing the War Memorial.

Winchester selects new city manager



- Freeman -

Winchester City Council named **Eden E. Freeman** city manager effective July 1.

Freeman served most recently as the assistant city manager for Sandy Springs, Ga. (pop. 99,419), a position she held since 2011. Prior to that appointment, she served as grants administrator for Sandy Springs and held several positions with the Georgia state government.

Fairfax taps Pardini as city's police chief



- Pardini -

The City of Fairfax promoted **Carl Pardini** to police chief.

Pardini, who began as a city patrol officer in 1988 and rose through the ranks to deputy police chief in 2011, was instrumental in the creation of a number of innovative initiatives, including community bicycle patrols and the police canine program.

Pardini replaced **Richard Rapoport**, who retired in May.

New Market promotes Ritchie to manager



- Ritchie -

New Market Town Council promoted **Mike Ritchie** from director of public works to town manager on July 1.

Ritchie, 52, had been serving as interim town manager since **Evan Vass** left in May to become assistant county administrator in Shenandoah. He has worked for the town since 1989.

Loudoun's Seigfried to head department



- Seigfried -

Mike Seigfried was selected as the new director of the Loudoun County Department of Building & Development. Seigfried had served as interim director since Jan. 1.

Seigfried began his service with Loudoun in 1987 when he was hired as a planner. Over the past 27 years, he has moved up through the department with progressively responsible positions. He became assistant director in charge of Land Subdivision in 2005.

Norfolk names resilience officer



- Morris -

Christine Morris was named chief resilience officer in Norfolk, a new position created to lead citywide resilience building efforts to help prepare for, withstand and bounce back from catastrophic events and chronic stresses.

Morris will report to City Manager Marcus Jones and oversee the development and implementation of a resilience plan. For Norfolk, these challenges include coastal protection, utility redundancy, economic recovery, transportation networks and health care.

Loudoun taps Torpy to lead Parks & Rec



- Torpy -

Loudoun County promoted **Steve Torpy** to director of the Department of Parks, Recreation & Community Services. He had been serving as acting director since the retirement of former director **Diane Ryburn** in April.

Torpy began his service in Loudoun County in 1997 as the manager of Claude Moore Park. He moved up to parks division manager in 2001, assistant director in 2005 and deputy director in 2010.

Heath takes over as Falls Church clerk



- Heath -

Celeste Heath assumed the duties of city clerk in Falls Church July 1. Heath, a certified municipal clerk, worked the previous nine years as clerk of the town of Berryville.

She replaced **Kathleen Clarken Buschow**, who retired after 14 years of service with the city. Heath was named clerk of the year in 2008 by the Virginia Municipal Clerks Association. She was the association's president in 2010-2011.

Chincoteague's Howard honored for service



The Town of Chincoteague honored Councilman **Terry Howard** June 19 with a reception for his 32 years of service as a member of the Town Council.

- Howard - Howard decided not to run for re-election in May. Family, friends and citizens honored the Chincoteague native with gifts and word

of kindness at the special event. Following the reception, Howard participated in his final Town Council meeting.

Middletown taps Smith as municipal clerk

Middletown named **Christina Smith** its new municipal clerk. She worked most recently as a medical biller.

Smith filled the position vacated by **Rebecca Layman**, who was promoted to town treasurer in March.

Vienna selects Kroski as PIO



Ken Kroski assumed the duties of public information officer in Vienna on July 14.

- Kroski - Kroski's experience includes six years with a trade association, 13 years with Baltimore County Public Schools and the last 13 years as a public information officer with the City of Phoenix.

News & notes

Arlington to manage popular pub crawls

The Arlington County Board adopted changes to its Special Events Policy recently to require permits for the increasingly popular pub crawls that have attracted thousands of people to Arlington's urban villages.

The board voted unanimously to amend the county's Policy for Managing Special Events and Demonstrations in Public, first adopted in 2012.

"It is just common sense to manage pub crawls," said Arlington County Board Chair Jay Fiset. "For the most part, these events are both fun for the participants and profitable for local businesses, and that's great. But they must be conducted safely, and in a way that respects the rights and privileges of affected residents and businesses."

County staff gathered information through an online survey and meetings with stakeholders to develop its recommendations for amending the Special Events Policy. Some 1,130 people submitted comments to the online survey.

The county has seen a significant increase in pub crawls – and in the number of participants – since adopting its Special Events policy. Business-sponsored pub crawls often are held on holiday weekends such as Halloween, St. Patrick's Day or Independence Day. During a specified time period, participants can purchase alcoholic drinks at a discount from a group of businesses within walking distance.

The board left it to the county man-

ager to develop the administrative and procedural details for managing the pub crawls. County Manager Barbara Donnellan will consult with the community and business owners before incorporating the guidelines into an administrative regulation. The updated policy will allow the county to assess all fees and charges to pub crawl event organizers for county staff, services or resources, based upon the county's actual incurred costs and set on a 100 percent cost recovery model.

Roanoke presented livability award

The City of Roanoke was presented the Outstanding Achievement Award in the 2014 City Livability Awards Program sponsored by the U.S. Conference of Mayors and Waste Management Inc. Roanoke received the award for its 2013 Parks and Arts Program.

The winning city entries were chosen by an independent panel of judges from more than 200 applicants. The awards recognize mayoral leadership in developing and implementing programs that improve the quality of life in America's cities, focusing on the leadership, creativity and innovation demonstrated by the mayors.

"Roanoke is very grateful to receive this award from the nation's mayors," said Mayor David A. Bowers. "The real award recipients should be the city's arts and culture coordinator, Susan Jennings, and Parks and Recreation Director Steve Buschor, who have introduced neighborhoods in every quadrant of the Star City to the lively performing arts of our

community, and brought our people into their parks on nice summer afternoons, through this Parks and Arts Program."

The award was presented June 21 at the annual meeting of the U.S. Conference of Mayors in Dallas.

ELSEWHERE ...

Standard and Poor's Rating Services has upgraded **Leesburg's** bond rating to AAA. ... The **City of Williamsburg's** Health and Wellness Committee has declared the last Friday of every month "Sneaker Day" to encourage employees to get together and walk as a group on their lunch breaks. ... The **City of Manassas** implemented a new emergency notification system that allows residents to enter up to 10 devices or message delivery methods to be notified about regarding emergencies within the city. ... The International Economic Development Council has reaccredited the **Roanoke County** Department of Economic Development. The council was one of 41 economic development organizations accredited by IEDC as an Accredited Economic Development Organization.

York County government has launched Facebook and Twitter pages managed by the county's Public Information Office. ... The MacArthur Memorial in downtown **Norfolk** received a TripAdvisor Certificate of Excellence Award for 2014. The accolade honors hospitality excellence, and is given only to establishments that consistently achieve outstanding traveler reviews on the TripAdvisor website.

Introducing A New Investment Option For Virginia Local Governments



VML/VACo's **Virginia Investment Pool** offers Virginia local governments an effective, new way to put their idle fund balances to work. Developed by Virginia Treasurers and Investment Officers, VIP is a short-term investment pool, professionally managed and governed by participants.

Leading members of VML from across the Commonwealth — including **Arlington, Alexandria, Chesapeake, Christiansburg, Roanoke and Virginia Beach** — are now participating in VIP. We invite you to join us.

VIP is rated "AAf/S1" by Standard & Poor's.
Contact VML/VACo Finance for more information at valocalfinance.org.



VMLIP aided with fix to trail trestle that tussled with tornado

THE VIRGINIA CREEPER Trail, one of the state's most popular mountain biking destinations, stretches for 34 miles from Abingdon through Damascus. The former rail bed passes through the Mount Rogers National Recreation area and the highland country of Southwestern Virginia.


The trail, however, became quite a bit harder to navigate after Trestle #7 was destroyed by a tornado on April 28, 2011. After debris was cleared, a temporary fix was constructed by Boring Contractors and in place two months later. The task of rebuilding a permanent trestle was more daunting.

VML Insurance Programs (VMLIP) provides property coverage to the Town of Abingdon, which maintains and operates the trail. After the temporary trestle was put into place, the town hired the engineering firm of Tysinger, Hampton, and Partners, and their structural engineering consultant, Steve Wilson of Spoden and Wilson Consulting, to evaluate and recommend replacement options.

The original trestle, located five miles south of Abingdon, was 636 feet long and built to handle railway loads with grade limitations. The new trestle would not need to handle those loads or limitations, since it operates primarily as a bike trail.

After several design options were considered and public opinion solicited, the town chose to replace the trestle with a similar, but shorter,

wooden structure. The new trestle is 454 feet long and was built with 34 steel-reinforced concrete footers, as well as two steel-reinforced concrete abutments as the foundation. This was in contrast to the original trestle foundation, which was made up of only wooden timbers.

The \$1.1 million construction contract – paid for by VMLIP – commenced in July of 2013. The ribbon cutting and grand opening of the new trestle took place on April 28, the third anniversary of the tornado. The total cost of the claim for VMLIP was \$2.2 million. 



The 2011 tornado destroyed the 636-foot long trestle five miles south of Abingdon on April 28, 2011. With the help of VML Insurance Programs, a new 454-foot long trestle was built in its place with 34 steel-reinforced concrete footers, as well as two steel-reinforced concrete abutments as the foundation. The total cost of the claim for VMLIP was \$2.2 million.

York County receives VMLIP Nichols Award



York County Fiscal Accounting Services Division Chief Debbie Morris (left) accepts the Nichols Award from VMLIP Members' Supervisory Board Chair Karen Pallansch.

THE VIRGINIA MUNICIPAL League Insurance Programs (VMLIP) recently presented York County with the Margaret A. Nichols Risk Management Leadership Award. The award is given for “outstanding efforts and innovation in risk management.”

York County Risk Manager Casey Nance has been instrumental in the county’s participation in a number of VMLIP programs, including the Where the Rubber Meets the Road and Geotab driving safety programs, as well as utilizing the VMLIP Online University for free training.

In addition to the formal recognition, the county received a \$4,000 risk management grant from VMLIP that can be used to purchase equipment or training to enhance the risk management program.


The award was renamed in 2002 in honor of Margie Nichols, longtime administrator of VML Insurance Programs who died earlier that year.

Other honors given at the VMLIP Annual Meeting

May 16 in Henrico County included two Risk Management Performance Awards, which were presented to the Pruden Center for Information Technology and the Halifax County Service Authority.

Innovation in Law Enforcement Risk Management Awards were presented to the Town of Leesburg Police Department and the City of Fredericksburg Police Department.

Risk Management Excellence Awards were presented to Rosemary Creekmur, a human resources assistant with Spotsylvania County Schools; Stephanie Tomlin, an executive secretary and utility clerk with the City of Lexington; Deaundria Pleasant, a claims consultant with the Greater Richmond Transit Company; and Jim Honeycutt, a safety specialist with Prince William County Schools.

In addition, the Life Saver Award was presented to Ken Gillie, director of planning for the City of Danville, who helped rescue the occupant of a burning house that Gillie spotted while driving past. 

Falls Church's Mester receives outstanding assistant award


FALLS CHURCH ASSISTANT City Manager **Cindy Mester** was presented the 2014 Marcia Mashaw Outstanding Assistant Award by the Virginia Local Government Management Association (VLGMA) during its annual conference in Virginia Beach in June. Mester was nominated for the award by Falls Church City Manager Wyatt Shields.

government, the city had entered into a partnership with Fairfax County to establish a park and historic site to honor and commemorate the local residents who came together in 1915 to form the first rural branch of the National Association for the Advancement of Colored People (NAACP). This particular NAACP branch was created to resist a housing segregation ordinance adopted

the Tinner Hill Historic Foundation, Mester successfully lobbied the General Assembly for funds. Most critically, she worked to build trust and develop a Memorandum of Understanding between the Historic Foundation and the Park Authority to establish how the park would be developed and maintained in fidelity with the mission for this historic land.

Since 2005, Mester has served the city, first as the community services general manager overseeing the divisions of Recreation and Parks, Public Library, Court Services and Housing/Human Service and then, as of 2006, as the assistant city manager. As assistant city manager, Mester oversees Information Technology, Legislative Affairs, Americans with Disabilities Act compliance and Capital Planning. She has been an active member of the Virginia Local Government Management Association, serving as a member of the executive committee, as chair of the civic engagement committee, and working with the Deputies, Assistants and Others Committee. Mester also obtained her Certificate in Local Government Management through the VLGMA-Va. Tech certificate program, and is now an adjunct professor with the program.

"Cindy would be a most deserving recipient of the Mashaw Award in any given year," said Shields, "but this year, with the completion of a project she helped bring about with passion, empathy and skill, it is particularly fitting. The Tinner Hill Historic Site will be a place of pride for the city and region – a place for us to celebrate the brave men and women who led the city out of a troubled past, and a place to rededicate ourselves to act upon the same ideals and values that inspired them."

The VLGMA Outstanding Assistant Award was created to honor the memory of Marcia Mashaw, an assistant town manager in Blacksburg who was very active in VLGMA and a member of the association's executive board at the time of her death in 1986. 



Mester receives the outstanding assistant award from Stephen King, assistant county administrator in Rockingham, and chair of the award committee.

Since 1989, VLGMA has presented the 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 conditions or circumstances. Mester was nominated for her overall accomplishments, but in particular for her work on the Tinner Hill Historic Site project, a multi-year undertaking that culminated with the opening of the park this year.

Before 2005, when Mester came to Falls Church from the Loudoun County

by the Falls Church Town Council.

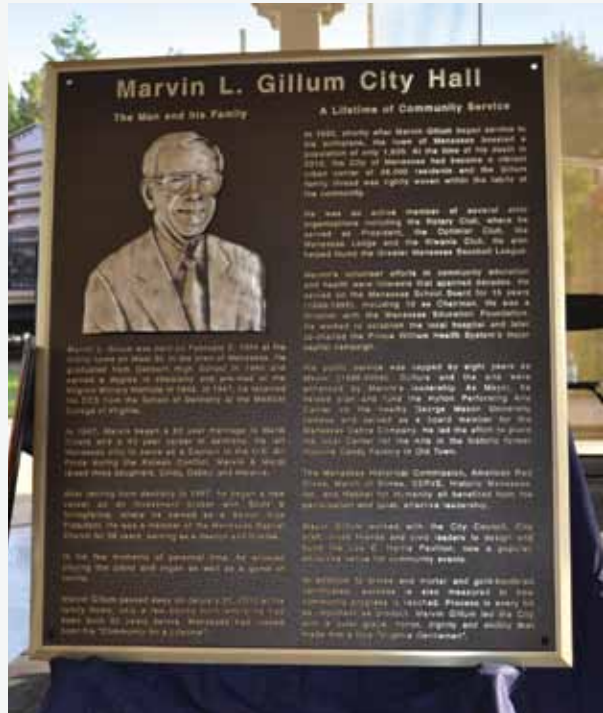
Progress on the Tinner Hill Historic Site project was slow until Mester took it on in 2010. Once she began, the pieces began to come together: the Tinner Hill Heritage Foundation developed a new mission statement, and Mester brought city and county elected officials together to work with the Heritage Foundation members on a feasibility study. She also brought in the regional park authority, which ultimately agreed to finance, construct and maintain the new park. With

Manassas names City Hall for Gillum

THE CITY OF MANASSAS celebrated the naming of its City Hall July 27 after former Mayor Marvin Gillum. The city unveiled a new City Hall sign and plaque during an outdoor ceremony at the Harris Pavilion. A citizens committee asked City Council last year to approve the naming of the building to honor the man who dubbed Manassas as “A Community for a Lifetime.” City Council approved the request unanimously. Funds for the new sign and bronze plaque came from contributions raised by the citizens committee. Gillum was born in Manassas and graduated from Osbourn High School in 1940. He served as mayor from 1996-2004. Prior to that he served as a school board member for more than 15 years. Gillum was a passionate community leader who also served numerous civic organizations. **VTC**

The plaque will be mounted on a wall inside City Hall as a testimony of Gillum’s lifetime of dedication to the community.

Former Mayor Marvin Gillum’s daughters, Debby Milligan (l) and Melanie Przybocki, stand behind the new sign that will stand outside of City Hall.




Alexandria Police Department headquarters architecture lauded



THE ALEXANDRIA POLICE HEADQUARTERS has been selected as a Publication Award recipient by the American Institute of Architects (AIA) Academy of Architecture for Justice (AAJ) jury for 2014. The building will be included in the next AAJ *Justice Facilities Review* and will be exhibited at the 2014 AAJ Fall Conference and the 2015 AIA National Convention.

The three-story headquarters, designed by Dewberry in association with HDR, enabled Alexandria to consolidate operations from three buildings into a centralized location with a new emergency communications center that serves both the police and fire departments. A LEED®-Gold facility that accommodates 500 law enforcement and emergency communications personnel, it also was recognized with *Environmental Design + Construction* magazine's Excellence in Design Award in 2012.

Dewberry, a VML sustaining member, is a professional services firm based in Fairfax County that provides architecture, engineering, and management and consulting services. 

About 500 law enforcement and emergency communications personnel work in the building.

The three-story headquarters is a LEED®-Gold facility.



Hampton receives 2014 All-America City award

THE CITY OF HAMPTON received a 2014 All-America City Award June 15 from the National Civic League.

The award is given annually to communities that demonstrate innovation, inclusiveness and civic engagement. The focus of the award this year was on successful efforts to address underlying conditions that affect the health of a community.

Hampton submitted three projects in its award application:


- The annual “I Value” public input and involvement campaign for the city budgets
- The Mayors Book Club
- Hampton’s high school dropout reduction programs

Hampton was one of 10 recipients chosen from 25 finalists. A delegation from the city was in Denver in mid-June for the final part of the competition, which included a lively and creative presentation for a panel of judges.

The other winners of the All-America City Award were Montgomery, Ala., Chelsea, Mass., San Pablo, Calif., Independence, Ore., Brush, Colo., Brownsville, Texas, Fort Lauderdale, Fla. Cedar Rapids, Iowa and Eau Claire, Wis.

“These communities are amazing,” said National Civic League President Gloria Rubio-Cortés. “They deserve to be recognized for the great work they are doing to make their communities stronger, healthier and more inclusive. They have found innovative ways of aligning existing programs to achieve greater impact.”

Created in 1949, the All-America City Award is the oldest community recognition program in the nation. Sponsors for the award include Southwest Airline, U.S. Bank, and FirstBank. Hampton previously won All-America City awards in 2002 and 1972.

The National Civic League was founded in 1884 as the National Municipal League, and is devoted to “strengthening democracy by increasing civic capacity in our communities.” 



A group of city, school and community supporters – sporting the “Choose Hampton” marketing theme – welcomed the Hampton delegation home from Denver following the city’s selection as an All-America City.

Variety in building size and age yields vibrant communities

Neighborhoods with small-scale historic buildings can be economic and cultural powerhouses when given a chance to survive and evolve.



Streets with small, historic buildings, like H Street in Washington, D.C., punch above their weight class.

ON A RECENT VISIT to Buffalo, N.Y., I was impressed by the vibrancy of Elmwood Village, the historic neighborhood surrounding Elmwood and Delaware avenues. It is a walkable, mixed-use neighborhood popular with young people and characterized by Queen Anne-style houses, small apartment buildings, and 300-plus small local shops, restaurants, coffeehouses, bars and art galleries. In 2007, Elmwood Village was named one of the top 10 great places in America by the American Planning Association.

What makes Elmwood Village par-

ticularly impressive is its energetic street life and obvious economic vitality – particularly in contrast to downtown Buffalo, which, despite having much larger buildings and far more public investment, seemed relatively lifeless.

Why is it that neighborhoods with older, smaller buildings often seem more vibrant than those with larger, newer ones? Historic preservationists have long argued that older structures play a crucial role in contributing to the livability of cities and the health of local economies. Most preservationists are familiar with Jane Jacobs's book *The Death*

and Life of Great American Cities, in which she argues that large-scale demolition and replacement of older, smaller buildings with large new structures drains the life and vitality from urban neighborhoods.

But the world has changed a lot since Jacobs penned her thesis. What role do older neighborhoods and smaller buildings play in 21st century cities? According to a study recently released by the National Trust for Historic Preservation's Preservation Green Lab, "older buildings draw more shops, restaurants, entertainment venues, [and] small busi-

nesses owned by women and minorities and jobs” than newer neighborhoods. The study, *Older, Smaller, Better: Measuring How the Character of Buildings and Blocks Influences Urban Vitality*, found that “on a per-square-foot basis, small-building corridors have a larger concentration of jobs, businesses, and creative-sector employment than downtown skyscrapers.”

Researchers examined block-by-block data from three cities with hot markets – Seattle, San Francisco and Washington, D.C. – that also have extensive areas of older, finer-grained urban fabric. In Seattle, they found that historic neighborhoods like Capitol Hill and the International District, with smaller, more age-diverse buildings, have 36.8 percent more jobs per square foot than areas in Seattle that have newer, larger buildings. In Washington, D.C., they found that older neighborhoods like Barracks Row and H Street, N.E., draw many more businesses that are not chains than other neighborhoods that have a predominance of newer, larger buildings. And in San Francisco, they found that older neighborhoods like Mid-Market generate more jobs in small business, which is the fastest growing sector of the U.S. economy.

The research team, in addition to the National Trust’s Preservation Green Lab, included the following: Impresa Inc., a Portland, Ore.-based consulting firm specializing in metropolitan economies and knowledge-based industries; Gehl Studio, a Gehl Architects company with offices in New York and San Francisco; and Basemap, a data science and visualization consultancy focused on mapping data in a human context and matching indicators to action.

The research team empirically documented the age, the diversity of age, and the size of buildings in each of the three cities and then statistically assessed the relationships among these characteristics and 40 economic, social,



Barracks Row in Washington, DC draws more non-chain local business than other neighborhoods with larger, newer buildings

cultural and environmental performance metrics.

According to the report, research was carried out in six steps:

Researchers gathered data from city, county, state and federal departments and agencies, and publicly accessible websites. They looked for data that would help them measure “urban vitality” – meaning the regular social, cultural and economic activity that occurs in an area of the city. These data ranged from counts of jobs and businesses, to walkability metrics, to measures of population density and diversity.

Researchers imposed a 656-by-656-foot grid over a map of each city. Each grid square was a little smaller than two city blocks. Dividing each city into equally sized grid squares allowed for an “apples to apples” comparison of areas throughout the city.

Researchers matched and fitted the collected data to the grid squares. Since the data were linked to specific geographic locations ranging from individual property parcel numbers to census blocks, researchers had to make some adjustments to align statistics to their grid.

Researchers excluded grid squares that were not in mixed use and commercial areas. This was because includ-

ing strictly residential areas would have made it difficult to achieve meaningful comparisons between distinctly different land use types. Researchers developed a composite “character score” that combined three specific building characteristics – building age, diversity of building age, and granularity (i.e., the number of buildings per block) – into a single measure or score.

Researchers ran statistical models to test the relationships between the character score of each grid square and 40 urban vitality measures. For example, a high character score was found to correlate with a higher-than-average number of nonchain businesses.

So what does the study tell us about how cities work? The Preservation Green Lab’s report provides the most complete empirical validation to date of Jacobs’s long respected but largely untested hypothesis that neighborhoods containing a mix of older, smaller buildings of diverse age support higher levels of economic and social activity than areas dominated by newer, larger buildings. In a nutshell, the study suggests that diversity breeds vitality.

While results differed slightly from city to city and from neighborhood to neighborhood, the overall study supports the following conclusions:

- Older, mixed-use neighborhoods are more walkable and vibrant. In Seattle and San Francisco, older neighborhoods with a mixture of small buildings of various ages have significantly higher walk score rankings and transit score ratings than neighborhoods with large, new buildings. What's more, researchers found higher night and weekend cellphone usage in areas containing a mix of old and new buildings.
- Nightlife is most alive on streets with a diverse range of building ages. For example, areas with older, smaller buildings had more sidewalk seating permits, greater cellphone use at night, and more businesses still open at 10 p.m. on Fridays.
- Older business districts provide affordable, flexible space for entrepreneurs. In Seattle and Washington, D.C., neighborhoods with smaller, older buildings have a significantly higher proportion of new businesses, as well as more woman- and minority-owned businesses, than areas with predominantly larger, newer buildings.
- The creative economy thrives in older, mixed-use neighborhoods. In Seattle and Washington, D.C., smaller, older buildings house greater concentrations of creative jobs per square foot of commercial space. Media production, software publishers, and performing-arts companies can be found in areas that have a smaller-scaled historic fabric.
- Older, smaller buildings provide

space for a strong local economy. Streets with a mix of small old and new buildings have a significantly higher proportion of restaurants that are not chains and retailers. In all three cities, older, smaller buildings host a significantly higher proportion of jobs in small businesses.

- Older commercial and mixed-use districts contain hidden density. In Seattle, San Francisco, and Washington, D.C., streets with a mix of old and new buildings have a greater population density and more businesses per commercial square foot than streets with large, new buildings. In Seattle and D.C., these areas also have significantly more jobs per commercial square foot.

These findings correlate with those of urban planner Joseph Minicozzi, who has done a series of studies on the "Smart Math of Mixed-Use Development." For example, in an analysis of Asheville, N.C., he found that a typical acre of mixed uses in downtown yields \$360,000 more in tax revenue to the city government than one acre of strip malls or big-box stores.


In 2012, Minicozzi compared the then-new Asheville Walmart to an older, five-story mixed-use building in downtown. He found that, while the Walmart took up 34 acres, it generated only \$6,500 per acre in annual property taxes, while the small downtown building situated on one-fifth of an acre generated \$634,000 in property taxes per acre. Furthermore, the small, historic

mixed-use building generated far more jobs and residents per acre than the Walmart – which had no residents and generated only 5.9 jobs per acre versus 73.7 per acre for the mixed-use project.

Mixed-use and commercial districts made up of small buildings from different eras not only are charming, but they also play an important role in fostering social, economic and cultural vitality. The report documents how these areas serve as thriving incubators for small businesses, as centers for neighborhood services, and as regional destinations for restaurants, nightlife and specialty retail.

These are important findings because many communities are still fighting to conserve historic neighborhoods in the face of misconceptions about the value of older, smaller buildings. The efforts of these communities also are hampered by outdated zoning regulations, overly prescriptive building and energy codes, misdirected development incentives and limited financial tools. We need to make it easier to adaptively reuse older buildings and think more about how to fit old and new together at a human scale.

None of this is meant to imply that we don't need new buildings. Of course we do. But it does demonstrate that smaller, older buildings and blocks "punch above their weight class" when one is considering the full spectrum of outcomes on the per-square-foot basis. Cities need older buildings as well as new ones, and neighborhoods with small-scale historic buildings can be economic and cultural powerhouses when given a chance to survive and evolve.

The report also suggests that the "one-big-thing model of economic development" is often not as cost effective as supporting the bottom up revitalization of existing historic neighborhoods like Elmwood Village in Buffalo. Successful urban revitalization is seldom about the one big project. More likely, it is about a lot of little projects that work together synergistically to create a place where people want to be. 

About the author

Edward T. McMahon is a senior resident fellow and the Charles Fraser Chair for Sustainable Development and Environmental Policy at the Urban Land Institute.



Elmwood Village in Buffalo has 300-plus small local shops and restaurants.



NORFOLK, VA

HUNTER

NORFOLK

Port city with rich heritage dives into future with innovation – and a towel

DEEP ORANGE RAYS of the early morning sun frost the waters of the Lafayette River. Homes intermingle along the shoreline with tall, wispy coastal grasses.

The City of Norfolk features more than 144 miles of shoreline along lakes, rivers and the Chesapeake Bay. These natural waterways provided food and transportation to Native Americans who thrived in the area. Colonists also recognized the natural advantages of this land and made Norfolk one of the first European settlements in North America.

The water that surrounds Norfolk on three sides not only created the city, it still defines it. Today, the city's fluid geography continues to thrive.

Water, history and progress

Threading through the streets in rivulets or stretching out as wide as the horizon, water gives shape and spirit to Norfolk. Throughout time, the city's settlers have arrived on water's crest, carried in on currents from across the globe.

Norfolk rests just 50 miles from Jamestown, the site of the English colonists' first landing on American soil. The Tidewater region's founders were the country's founders. Although the "Towne of Lower Norfolk County" was not formally established until 1682, the Europeans began nurturing their settlements in Norfolk many years earlier. After sailing across the Atlantic, they stayed to make their homes along the region's lush estuaries.

As in most of the United States, the flourishing culture and rich farmlands of early Norfolk were built on the labor of African slaves. Norfolk's monuments, museums and historic districts bear witness to the past while celebrating the diverse community that exists today. The city is a testament to the long history of African American struggle, resilience and vibrancy in the region.

Lured by the promise of ports and open trade, Norfolk also became the natural home of a sizeable Jewish merchant class. Moses Myers and his wife, Eliza, led the way when they sailed in on the *Sincerity* in 1787 to establish themselves as the city's first Jewish entrepreneurs, quickly becoming economic and social leaders in the community.

Norfolk's history brims with the bravery, hard work and innovation of its people. Wherever they came from, the water they crossed to get here became their stories' new beginning. Channeling from disparate origins into the mouth of the Chesapeake Bay, the water weaves Norfolk and its people together across the city, across time and into the future.

Today, another economic surge

During the 1907 Jamestown Expedition, U.S. Navy leaders came to believe that Norfolk was an ideal location for naval activity. What began as a great idea morphed into the world's largest naval station – Naval Station Norfolk. The base occupies nearly four miles of waterfront and seven miles of pier and wharf space that supports 75 ships and more than 130 aircraft.

Norfolk is also home to the Atlantic Fleet of the U.S. Joint Forces Command, the Coast Guard's Maintenance and Logistics Command Atlantic and the Allied Command Transformation of the North American Treaty Organization (NATO), which represents 28 countries. The military presence contributes to a highly trained, renewable and disciplined workforce for the region.

Norfolk is one of the largest general cargo ports on the East Coast and one of the largest intermodal centers in the country. The Port of Virginia, located on the Chesapeake Bay in Norfolk, serves as a gateway for global innovation. More than 95 percent of the world's shipping lines pay Norfolk a visit regularly. Expansion of the Panama Canal will generate additional opportunities for Norfolk's port. The trains of Norfolk Southern Corporation, the city's corporate flagship, have visited the coal piers along Norfolk's waterfront since 1884.



Today, downtown Norfolk thrives along Granby Street, on Colley Avenue and throughout the surrounding neighborhoods. Built to wind around the rivers that extend into the urban areas,

these streets make their way through much of the city, witnessing the diversity of experiences Norfolk exudes. The miles are lined with fine restaurants and quirky coffee shops, upscale shopping and locally-owned boutiques, cathedrals and open mic venues.

Historic buildings stand alongside graphic contemporary murals in the burgeoning Downtown Arts and Design District. The city center also features the NorVa, a concert venue *Rolling Stone* magazine readers ranked recently as number one in the country.

Locals now frequent open air parks, food trucks, and street and beach parties where music, food and drinks draw big crowds. Norfolk residents are engaged, making the city a dynamic and vibrant place to live and work.

“Like all cities, Norfolk struggled during the recent recession,” said Mayor Paul D. Fraim. “The resilient nature of our city, however, has contributed to a quick turnaround. Currently, there are \$1.3 billion in development projects in the works that will provide more than 3,000 new jobs.”

Here’s a sampling of some of the civic, retail, residential and institutional projects unfolding in Norfolk today:



East Beach is home to a waterfront community designed and built in the tradition of Atlantic Coastal villages.



Norfolk received a \$4.6 million grant from the National Fish and Wildlife Foundation to construct living shorelines, like this one on Colley Bay, that create wetland habitats, improve water quality, provide flood protection and minimize erosion.

- **Slover Memorial Library** – a \$64 million LEED-certified, technologically-advanced library scheduled to open later this year.
- **Consolidated Courthouse Complex** – a \$121.7 million LEED-certified project, the final phase of which will be completed late next year.
- **Ray and Joan Kroc Community Center** – an \$84 million, 91,000 square-foot community center in Broad Creek that opened earlier this year.
- **Norfolk Premium Outlets Center** – a \$75 million investment by Simon Properties that will be the first of its kind in South Hampton Roads and create approximately 800 new jobs. The project could be completed late next year.
- **Ghent Station** – a \$17.5 million mixed-use center that will be anchored by The Fresh Market grocery store and Bon Secours Medi-

cal Office Building. The project will generate approximately 130 jobs.

- **K&K Square at Wards Corner** – an \$18 million shopping center anchored by Harris Teeter.
- **The Main (Downtown Hotel and Conference Center)** – a \$126 million public-private partnership between Gold Key / PHR Hotels & Resorts and the city that will develop a 20-story luxury hotel and conference center with 300 rooms, state of the art 50,000 square-foot convention center, three full-service restaurants, fitness center, pool and a 600-car garage. The project, scheduled to be completed in the second quarter of 2016, will generate 500 construction jobs, 250 hotel employees and \$2 million in tax revenue.
- **Waterside Live!** – a downtown dining and entertainment complex being developed by the Cordish

Company will invest approximately \$40 million to transform the iconic Waterside complex into a premier dining, entertainment and retail destination. The project will also include a renovation of the existing Waterside Marina.

- **Residential** – there are no less than 16 separate residential projects under way throughout the city, including a number of luxury apartments and condos sprinkled throughout downtown and along the Chesapeake Bay.

Rising waters – a new challenge

Since the 1930's, water has been slowly creeping up the tide gauge at Sewell's Point. Coastal storms pushed water into the city's storm water system and onto the land. Heavy rains filled low-lying areas. Yet Norfolk citizens adapted, avoiding certain roads or moving vehicles during tide cycles.

It wasn't until 2007, however, that Norfolk initiated several studies to understand why parts of the city flood. Scientists found that the Chesapeake Bay crater is causing the land around it to sink. Armed with new knowledge, Norfolk developed ways to protect its infrastructure and its neighborhoods.

Last year, Norfolk changed its building codes to require the lowest floor of a building to lie at least three feet above the projected level to which water could rise in a flood.

Norfolk works with community stakeholders to educate residents about ways they can reduce flooding impacts such as:

- Restoring wetlands and natural shorelines


- Planting trees
- Installing rain barrels
- Incorporating landscape techniques such as rain gardens

“The leadership of both Norfolk and Old Dominion University, whose main campus is in Norfolk, has shown by example that discussing a difficult topic like increased flooding leads to positive outcomes,” said Larry Atkinson, professor of the Climate Change & Sea Level Rise Initiative at Old Dominion University. “By hosting regional and national conferences they have initiated governmental processes that will lead to positive solutions for the region.”

Norfolk also gets by with a little help from its friends – an effective multiagency group comprised of public, private, military, higher education, faith-based and non-profit agencies affectionately dubbed Team Norfolk.

“This community approach, inclusive of various sectors and levels of government, is Norfolk's attempt to build relationships, look from within, identify and tap talent, knowledge and capabilities within city boundaries and beyond,” said Jim Redick, director of Emergency Operations and Preparedness.

A thriving dune system along the shores of the Chesapeake Bay and shoreline buffer projects provide a first line of defense against storm surges and high tides. These conservation and construction efforts also help protect the water from pollutants.

Just as the tides ebb and flow, Norfolk's leaders continue to chart the city's course to the rhythm of the water within it. 

About the author

Lori Crouch is manager of public relations for the City of Norfolk. City staff contributors included Hannah Berk, Jennifer Cauldwell, Harry Kenyon, Pamela Marino, Sarah Parker, Jim Redick and Denise Thompson.



The American Planning Association designated the West Freemason Neighborhood as one of 10 Great Neighborhoods in the nation for 2013.

Among the many popular attractions in Norfolk are (clockwise from top right) the NorVa, a downtown music hall voted by the readers of Rolling Stone magazine in 2013 as the best rock music venue in the country; Harbor Park, home of the AAA Norfolk Tides professional baseball team; and the Wells Theatre, a downtown performing arts venue that houses the Virginia Stage Company, the region's only fully professional resident theater company.



With a number of projects and place-making activities underway, Norfolk is recreating its story. Norfolk Collaboratory is a project to gather community input regarding the city's brand and message. Past research shows that the favorite aspect of Norfolk across all age groups is its water – from the beaches to the bay and all the coasts between.

2 0 1 4



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CONFERENCE
ROANOKE**

Oct. 5-7

Register online at www.vml.org



Preliminary Agenda

October 5-7, 2014

Hotel Roanoke & Conference Center
110 Shenandoah Avenue, Roanoke, VA 24016

All activities take place at the Hotel Roanoke & Conference Center, with the exception of Host Night and the ticketed spouse event on Monday.

Sunday, October 5

- 9 a.m. **VML Golf Tournament**
- 1 - 3 p.m. **Executive Committee Meeting**
- Noon - 6:30 p.m. **Registration**
- 1 - 6:30 p.m. **Exhibit Hall**
- 2 - 4 p.m. **Mayor's Walk to the Star**
Join Mayor David Bowers for a pleasant, three-quarter-mile walk through Mill Mountain Park to the base of the famous Roanoke Star, where you will enjoy the unparalleled view of the Roanoke Valley. A must-see for anyone who has never been there! Participants will be transported from the Hotel Roanoke lobby to the point where the walk begins and picked up at the point where it ends. The terrain is easy, but hilly, so wear comfortable shoes. This event will be held rain or shine. To register, email Christine Elder with Roanoke Parks & Recreation at christine.elder@roanokeva.gov.
- 3 - 5 p.m. **Legislative Committee Meeting**
- 4 p.m. **Nominations Committee**
- 4:30 - 6:30 p.m. **Opening Reception in the Exhibit Hall**

- Noon - 1 p.m. **Virginia Local Government Management Association Luncheon** (tickets required)
- Noon - 1 p.m. **Lunch in the Exhibit Hall**
- 1:15 - 2:30 p.m. **Concurrent Sessions**
Cyber security-Sponsored by VML
Insurance Programs
Helping children enter kindergarten ready to read
Public/private partnerships
Transit issues
Rail safety issues: The Lynchburg event
- 1:15 - 2:45 p.m. **Mobile workshop**
Tour of housing programs that have been a success in Roanoke-and could be in your community! Participation is limited to 23 on a first-come, first-served basis.
- 2:30 - 3 p.m. **Refreshment Break**
- 2:55 p.m. **Raffle Drawing in the Exhibit Hall**
Please note that Exhibit Hall closes at 3 p.m.

Monday, October 6

- 8 a.m. - 4 p.m. **Registration**
- 8 a.m. - 3 p.m. **Exhibits**
- 8 - 8:45 a.m. **Continental Breakfast Exhibit Hall**
- 9 - Noon **Opening session**
Keynote speakers
Terry McAuliffe (invited)
Bill Howell, Speaker of the House of Delegates
Senatorial candidates Sen. Mark Warner and Edward Gillespie (invited)
- Noon - 1 p.m. **NBC-LEO Program and Luncheon** (tickets required)

- 3 - 4:15 p.m. **Concurrent Sessions**
Breakout sessions
Management in the digital age
Healthy communities: Actions to encourage healthy communities
Rail safety issues: National, state and local concerns
Solar communities
A conversation with EPA
- 3 - 4:30 p.m. **Mobile workshop**
Tour of improvements to Elmwood Park and the Main Library, with a focus on the citizen engagement, use of local vendors and businesses and environmental enhancements. Led by City of Roanoke. Participation is limited to 23 on a first-come, first-served basis.

6 - 9 p.m. **Host City Night**
Sponsored by City of Roanoke

Roanoke's Host City Night in Market Square is always a hit. The Monday night event will start with a reception in the newly-renovated Center in the Square, home of several museums, galleries and shops. Dinner will follow in the Market Square, and will include a variety of dishes from Roanoke's many excellent downtown restaurants, as well as some light jazz dinner music!

Tuesday, October 7

7:45 - 8:45 a.m. **Annual Prayer Breakfast**
(tickets required)
Lynda McNutt Foster, Voltage
Leadership Consulting

8 - 9 a.m. **Continental Breakfast**

8 a.m. - Noon **Registration**

9 - 10:30 a.m. **General Session**
Imagining the world of 2020
Dr. Lowell Catlett, New Mexico State
University's College of Agricultural,
Consumer and Environmental Sciences

10:30-10:45 a.m. **Refreshment break**

10:45 a.m.-Noon **City, Town and Urban Section
Elections & Workshops**
The annual meetings of the City, Urban
and Town Sections include the election
of the chair and vice chair of each
section and a workshop. The chair of
each section sits on the VML Executive
Committee.

Noon-1:15 p.m. **Group Luncheon**
*Sponsored by Virginia Municipal League
Insurance Programs*

Noon-1:15 p.m. **Women in Local Government
Luncheon** (tickets required)

1:20-3 p.m. **Concurrent Workshop & Local
Government Round Tables**

Freedom of Information Act

University/Communities Connections

Local Government Roundtables

- Governmental prayers
- Walkable watersheds
- Urban deer management
- Combatting the problems of homeless veterans
- Arts & tourism districts
- Black bear project
- Electronic summons: Cutting back on paperwork for police
- Resources for small towns for planning
- Improving the dropout rate
- Non-partisan redistricting
- Improving dropout rates
- Conflict of interests
- HUBZones
- Revitalizing neighborhoods

3:10-4:30 p.m. **Business Meeting & Election
of Officers**

5:30-6:15 p.m. **Reception**

6:15-9 p.m. **Annual Banquet**

Remarks by Incoming President
Presentation of Achievement Awards
Entertainment: Letters from Home:
A Tribute to the Andrews Sisters



The business of governing

NEWLY ELECTED OFFICIALS CONFERENCE

ABOUT 100 NEWLY-ELECTED local government officials from across the state spent three days in early July attending VML's Newly Elected Officials Conference in Richmond. The city and town council members heard from a variety of experts on topics ranging from the importance of public service, the basics of land use and tips for conducting productive meetings to council-manager relations, budgeting and the Freedom of Information Act. VML sponsors a conference for newly elected officials in the months soon after May and November municipal elections.



Newly Elected Officials Conference participants included (clockwise from top right) council members Steven Mitchell and Grace Wolf from Herndon, Chad Ralls from Remington, Treney Tweedy from Lynchburg, Linda Colbert from Vienna and Keith Price from Culpeper.





Also participating in the Newly Elected Officials Conference were (clockwise from top left) Buchanan Mayor Larry Hall, Claremont Mayor Louise Hansch and Seth Newman, a council member from Strasburg.



About 100 newly-elected local government officials from across the state attended the conference in Richmond.

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VML maintains a detailed listing of local government job openings on its website at <https://www.vml.org/job-listings>.

Marketplace

Water Treatment Plant Operator, Purcellville

SALARY: \$32,099-\$53,605 (+) benefits. Performs work training in the operation of a water treatment plant and ancillary facilities. Reqs. H.S. degree with some exper. in water treatment plant principles and operating practices; some exper. in the operation and maintenance requirements of a water treatment plant; some knowledge of the hazards and safety requirements of the work. Va. Water Works Operator licensure preferred. Deadline: Aug. 29.

Human Resources Specialist, Purcellville

SALARY: \$58,127-\$97,083 (+) benefits. Full or part-time position. Administer employee benefits, fulfill recruiting and staffing goals, ensure compliance with all federal and state laws, advise and monitor employee relation situations, generate policy development and implementation, and provide any generalist range of support to Town employees. Reqs. college degree with a concentration in Human Resources plus min. 5 yrs. of progressive exper. or a comb. of educ. and exper. with min. 10 yrs. progressive exper. in H.R. Deadline: Aug. 29.

Planning Associate, Purcellville

SALARY: \$34,827-\$58,162 (+) benefits. Assist with code/enforcement investigations, code compliance determinations, report preparation, file maintenance, data gathering, planning research, and customer assistance with permits and applications. Reqs. bachelor's degree in urban planning or related field or bachelor's degree in unrelated field with 2 yrs. exper. in a planning dept. Open until filled.

Director of Public Works, Stafford County

SALARY: Negotiable up to the \$120,000's (+) benefits. Oversees programs that affect the county's environment, transportation and permitting systems. Reqs. bachelor's degree in civil engineering, urban planning, architecture or related field and experience in code enforcement/administration, public administration, building/development trades and environmental programs are required. Va. P.E. certification is a plus. Submit resume, five professional references and salary history to: John A. Anzivino, Springsted Inc., 1564 E. Parham Road, Richmond, VA 23228, Fax: 804-726-9752 or richmond@springsted.com. Deadline: Sept. 1.

Benefit Program Specialist I, Winchester

SALARY: \$31,553-\$50,481 (+) benefits. Responsibilities are related to the determination and re-determination of eligibility of individuals and families for financial assistance, SNAP Benefits, medical assistance, and for other social services' benefit programs. Reqs. any comb. of educ. and exper. equiv. to a H.S. diploma or GED. Associate's degree in social sciences or a related field preferred. Must complete mandatory state training, including Medicaid, TANF and SNAP. Open until filled.

Division Chief (New Construction Plan Review), Alexandria

SALARY: \$74,645-\$119,940. Manages/supervises day-to-day activities of Plan Review Section of the Department of Code Administration; participates in inter-jurisdictional, VBCOA and ICC meetings. Reqs. bachelor's degree in engineering, building construction, architecture, public administration or related field; 3-5 yrs. exper. depending on the nature of the experience. Must attend the Core Module of the Virginia Building Code Academy (VBCA) and obtain certification in building plan review by the end of the one-year probationary period. Deadline: Sept. 21.

Deputy Director of Public Works / Senior Operations Manager, Lynchburg

SALARY: Negotiable (+) benefits. Deliver cross divisional leadership and technical expertise to line employees, supervisors and department managers. Actual title and responsibilities will be determined based on the successful applicant's education, exper., knowledge and abilities. The successful candidate will have extensive senior level exper. in some or all of the following: Buildings, Grounds, Streets Maintenance and Refuse Collection. Reqs. relevant bachelor's degree and extensive exper. in the public sector, preferably with Public Works operations. Open until filled.

Director of Planning, Montgomery County

SALARY: \$69,403-\$83,283 (+) benefits. Lead six-member Department of Planning & GIS Services; support Planning Commission and Board of Zoning Appeals. Responsibilities include comprehensive and village planning, zoning and subdivision administration, automation of land development review processes, capital improvement programming, and GIS. Must have a proven track record of supervising and leading employees in a positive and progressive manner, excellent communication and technology skills, and the ability to apply professional planning practices to real world projects and situations. Reqs. relevant bachelor's degree and

min. of 10 yrs. exper. in professional planning work, including leadership and supervision. Master's degree and AICP certification preferred. Apply immediately. Open until filled.

Director of Budget & Strategic Planning, Norfolk

SALARY: \$92,800-\$156,000 (+) benefits. Oversees the preparation and administration of the annual operating and capital improvement program budgets. Develops long-range fiscal plans; coordinates the application of grants; supervises 20 FT positions. Leads effort to refine, implement and report on program budgets based on performance indicators. Reqs. professional level of knowledge of a discipline equiv. to that which is acquired in a master's degree-level of study; 5 yrs. of progressive exper. in governmental budgeting, grants management and statistical or organizational analysis to include 3 yrs. of management or supervisory exper. Open until filled.

Director of Development, Norfolk

SALARY: \$92,800-\$156,000 (+) benefits. Lead, plan and direct the activities of the Department of Development. The department focuses on the retention, expansion and attraction of businesses and serves as the primary contact with the business community, including promoting the competitive advantages of Norfolk. The department also provides support to local cultural organizations to facilitate community outreach, enrich cultural amenities and enhance the quality of life for citizens and visitors. Reqs. relevant bachelor's degree and min. 7 yrs. of directly related exper. in a senior leadership capacity. Open until filled.

Director of Public Works, Norfolk

SALARY: \$92,800-\$156,000 (+) benefits. Lead, plan and direct the activities of the Department of Public Works. Oversees all functions involved in the design, construction and maintenance of infrastructure, transportation, surveys, storm water, waste management, and towing and recovery. Reqs. degree in civil or environmental engineering, business administration, public administration or related field. Reqs. master's degree or equiv. comb. of training and exper., 7 yrs. of exper. directing staff and programs of a major, multi-faceted local government public works agency. Open until filled.



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