

# VIRGINIA

TOWN & CITY

The magazine of the  
Virginia Municipal League

VOL. 49 NO. 9 NOV. 2014

# Transportation

## Where are we headed?

**Inside:** VML Annual Conference photo highlights



## VML Insurance Programs: Reducing the Cost of Risk

Managing the cost of risk isn't just about purchasing insurance. It's about implementing programs and policies that prevent unexpected costs - financial and non-financial.

Read more about how VML Insurance Programs is helping our members reduce their cost of risk in the 2014 Annual Report - online now at: [www.vmlins.org](http://www.vmlins.org).

This year's report outlines our safety, human resources, law enforcement and communications consulting, as well as various risk management initiatives such as the *Where the Rubber Meets the Road* defensive driving campaign.





### About the cover

*Virginia's future economic success will be tied inextricably to its ability to build a modern transportation network capable of moving more people and more goods efficiently. In this issue, Virginia Town & City takes a look at three evolving aspects of transportation in the state.*

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### Transportation funding: Two steps forward, one step back, but now what?

Less than two years ago following a decade of bickering, the General Assembly passed legislation designed to adequately fund transportation in Virginia for the foreseeable future. That bipartisan solution, however, already is showing signs of stress. *By Neal Menkes*

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### Transit: The future may be riding on it



Fifty years after passage of the landmark Urban Mass Transit Act of 1964, transit is playing a crucial role in building not only vibrant 21<sup>st</sup> century communities, but regional and state economies as well. With so much at stake, are we doing enough to fund transit adequately in Virginia? *By Kelley Coyner, Lisa Guthrie and John W. Martin*

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### Former governor urges renewed investment in aviation

A former Virginia governor responsible for an unprecedented state investment in transportation nearly 30 years ago warns that without a renewed commitment to aviation, Virginia and the nation will cede a crucial economic advantage to other parts of the world. *By Gerald L. Baliles*

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### Thank-you Roanoke: VML Annual Conference



The 2014 Virginia Municipal League Annual Conference in Roanoke was a success thanks to the efforts of the host city and an abundance of informative speakers, sponsors and exhibitors. More than 500 attendees gathered for the three-day event held at the Hotel Roanoke and Conference Center. *Virginia Town & City* takes a look back at the conference in nine pages of photographs.

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# Leesburg visit leaves lasting impressions

**O**N A RECENT TRIP to northern Virginia, I had the pleasure of touring the Town of Leesburg. Leesburg is the largest town in the state and serves as the county seat for Loudoun County. It is also known as the place where the critical documents of our fledgling nation were housed when the British threatened Washington, D.C. during the War of 1812.

I was invited to Leesburg by Council Member Katie Sheldon Hammler, who serves on the VML Executive Committee. We were joined by Town Manager Kaj Dentler and Research and Communications Manager Betsy Fields. There are new businesses in the historic downtown, as well as on the outskirts of town. I was impressed by the area's beauty, especially Ida Lee Park, the jewel of the Leesburg Parks and Recreation Department. For more information on the town, go to [www.leesburgva.org](http://www.leesburgva.org).

## George Marshall House

A must see on any visit to this area is the Marshall House, formerly Dodona Manor, home to George and



**Tours of the Marshall House provide an insightful combination of personal and global history relevant to the former five star general and statesman.**

Katharine Marshall. The Marshalls purchased the home in Leesburg in 1941 as a refuge from the very public life they faced in Washington. It is filled with period furnishings as well as many personal belongings and photos of the Marshalls. The tour of the home is given by expert docents who provide an insightful combination of personal and global history relevant to the man who is regarded as the primary architect of the Allied victory in World War II and the European Recovery Program (the Marshall Plan).

The George C. Marshall International Center is located within the Marshall House. The center is responsible for the preservation of the home and General Marshall's legacy. For more information, visit [www.georgemarshall.org](http://www.georgemarshall.org)

## Morven Park

The Leesburg area is also home to the beautiful, stunning estate known as Morven Park. In addition to the mansion itself, Morven Park is home to equestrian and



**Morven Park has been a home for two governors, Thomas Swann Jr. of Maryland and Westmoreland Davis from Virginia.**

athletic fields, as well as meeting and special event facilities. Core functions also include civic leadership, agriculture and historic preservation.

The original home was a modest one built in 1780. Thomas Swann Jr., son of the original owners, was a distinguished public servant from Maryland who kept the home as his summer retreat. Swann served as mayor of Baltimore, governor of Maryland and ultimately served in the U.S. House of Representatives.

In 1903, Westmoreland Davis and his wife purchased the home, which is preserved and operated through the Westmoreland Davis Memorial Fund. When Davis became 48<sup>th</sup> governor of Virginia in 1918, Morven Park became a place that had housed two different governors who served two different states. Given the proud history of Morven Park, it is altogether appropriate that one of the primary missions is to promote civic leadership. Through a variety of programs, Morven Park helps students find their civic identity and seeks to enhance voter participation. For more information, see [www.morvenpark.org](http://www.morvenpark.org).

## Journey through Hallowed Ground

On this same trip, we also found time to visit Waterford, a unique village seven miles northwest of Leesburg. This entire community has been designated as a National Historic Landmark District (one of only three in the country). It is also home to the Journey through Hallowed Ground Foundation. This is a four-state partnership

*Continues on page 7*

## Albemarle's Davis given LGA's Finnegan Award



**Larry W. Davis (center), Albemarle County Attorney, receiving the Local Government Attorneys of Virginia Edward J. Finnegan Award for Distinguished Service. Pictured with Mr. Davis are members of his office, from left to right, John Blair, Greg Kamptner, Andy Herrick, and Richard DeLoria.**

**T**HE LOCAL GOVERNMENT ATTORNEYS of Virginia (LGA) awarded Albemarle County Attorney **Larry W. Davis** the Edward J. Finnegan Award for Distinguished Service at its recently concluded annual fall conference in Richmond.

The award recognizes Davis for his significant and sustained contributions to Virginia local government law and the LGA. He has served as the county attorney in Albemarle for 20 years. In recognition of his dedication to good government, Davis was honored for his substantial knowledge of local government law, for his positive ethical influence on those in county governments and for his advice on policy issues in addition to legal issues.

His service with LGA has been extensive and significant. He was a board member from 1990 to 1992, treasurer from 1992 to 1993, vice president from 1993 to 1994, and president from 1994 to 1995. More recently, he was a member of the Awards Committee from 2005 to 2008. Davis was instrumental in laying the foundation for what is now the LGA ListServ, one of the organization's most heavily used resources. Throughout his involvement with the LGA, he has consistently served as a mentor and friend to other local government attorneys.

Davis's government service began in 1984 as an assistant county attorney in James City. In 1989 he became the Spotsylvania County attorney, during a time of growth for the county. In 1994, Albemarle County hired Davis as its first in-house county attorney.

### James McReynolds dies; was York administrator

York County's longest serving county administrator, **James McReynolds**, died Oct. 19 of an apparent heart attack. He was 59 and had held the county's top administrative post since 2001.

McReynolds joined the county as an accountant in 1983 and became director of budget and accounting in 1988.

In 1992, he was promoted to director of financial and management services.

"Mac's leadership, dedication and financial experience were great assets to the county throughout his 30-plus years of service," said Board of Supervisors Chairman Don Wiggins. "His vision, knowledge, experience and friendship will be missed enormously by the board, the staff and the citizens of the county."

### Norfolk taps Chapman as deputy manager



- Chapman -

**Peter Chapman** was named deputy city manager in Norfolk effective Nov. 3. Chapman served most recently as deputy chief administrative officer for economic development and planning in Richmond.

In Norfolk, he will oversee a portfolio that includes Economic Development, Workforce Development and the Economic Development Authority. He will also serve as liaison to the Norfolk Redevelopment and Housing Authority.

Chapman has extensive experience in urban and community development working in cities such as Denver and Boston in addition to Richmond. Prior to his tenure in Richmond, Chapman worked in Denver's urban development industry, primarily as the economic development policy director for then-Mayor John Hickenlooper.

### Buchanan hires Zirkle as first town manager



- Zirkle -

The Town of Buchanan has hired an experienced local government planner as its first town manager. **Mary Zirkle** began work on Oct. 1.

She served previously as a planner with Roanoke County and as a senior planner with Bedford County. She also worked on local government projects with Hill Studio in Roanoke and on site location research for Advance Auto.

### Loudon names Rogers new county attorney

Loudoun County hired James City County Attorney **Leo P. Rogers** as county attorney effective in mid-November. Rogers had served as the James City County attorney since 2004. He began his service in James City as assistant county attorney in 1990.

"As the county attorney in James City, I have had considerable experience with land use and development issues in one

of the Commonwealth's fastest-growing communities, which I think will serve me well in Loudoun," Rogers said.

Former Loudoun County Attorney **Jack Roberts** retired in July after 30 years with county government.

## Leesburg names Markel deputy town manager



- Markel -

**Keith Markel** took over as deputy town manager of Leesburg on Oct. 6. Markel had served most recently as town manager in Lovettsville for seven years. He replaced

**Kaj Dentler**, who became town manager in Leesburg following the retirement of **John Wells**.

Prior his tenure with Lovettsville, Markel worked for the City of Harrisonburg as city planner. He is a certified planner and a member of the International City/County Management Association and the Virginia Local Government Management Association.

## Manassas names deputy public works director



- Goudarzi -

**Bruce Goudarzi** was named the deputy director of public works in Manassas effective Oct. 6.

Goudarzi, who has more than 30 years of government public works experience, served most recently as deputy director of the Utilities Design and Construction Division in Fairfax County. In his more than 28-year career with Fairfax County, Goudarzi worked up from senior engineer to branch chief of the Transportation and Stormwater Construction Division, to deputy director.

## Herndon taps Kendrick as new HR director

The Town of Herndon named **Tanya J. Kendrick** as director of Human Resources effective Sept. 2. Kendrick replaced **Linda A. Simmons**, who retired.



- Kendrick -

Kendrick worked for the past 9½ years at ePlus, a Herndon-based technology company where she served in increasingly responsible roles, culminating in her post as manager of Human Resources. Prior to ePlus, she served as a recruitment assistant for Rockville, Md.-based Enterprise Rent-A-Car.

## Vienna names Kain director of HR

**Maggie Kain** was selected the Town of Vienna's director of Human Resources effective Oct. 1

Kain served most recently as the director of human resources for the City of Manassas Park, where she was responsible for employee relations, training, organizational development, risk management, payroll and benefits. From 2002 to 2009, Kain was the human resources director for Charlotte

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County in Florida, which serves a population of more than 160,000.

**York's Doak wins national EMS award**

**Melissa Doak**, a veteran York County Department of Fire and Life Safety firefighter-paramedic, was honored by the National Association of Emergency Medical Technicians and *EMS World* magazine as the recipient of the 2014 National EMS Award of Excellence for Educator of the Year.

During her nearly 30-year career, Doak has received numerous regional

awards and was the 2013 recipient of the Virginia Governor's EMS Award for Outstanding Prehospital Educator.

**Clark serving Chilhowie as interim manager**



- Clark-

**John E.B. Clark Jr.** returned to Chilhowie as interim town manager this summer.

Clark, a lifetime member of the Virginia Local Government Management Association, served

previously as Chilhowie's town manager from 1984 to 1994. He retired as town manager of Marion on April 1, 2013 after 12½ years of service.

He also has served as town manager of Tazewell, Saltville and Independence. Clark served as the interim town manager of Boones Mill from January to June of 2014.

**Loudoun debuts online capital projects map**

**H**AVE YOU EVER DRIVEN by a road or building under construction and wondered, "What's going on with that?" Loudoun County has developed an

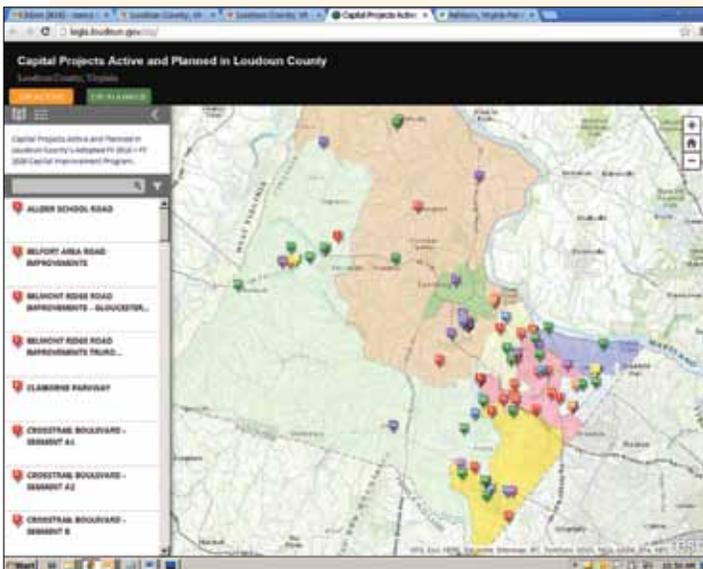
online map and database that will provide an answer to that question.

The interactive map is designed to keep Loudoun County citizens updated on the status of the county's capital infrastructure projects. The map allows users of the county website to check on the progress of a wide range of capital projects, including active projects in the county's Capital Improvement Program (CIP), as well as planned projects.

The type of projects displayed on the map include roads and bridges, interchanges and intersections, sidewalks and trails, transit projects, public safety facilities, parks, schools, and more.

Users can search for information by project name or type. Clicking on a map pin will bring up a brief description of the project. The "More Info" link will provide a detailed project status report which is updated quarterly. The detailed report also provides project contact information if you need to request additional information. There is also a "zoom to" feature that displays road and neighborhood details.

More information, including a link to the map, is available online at [www.loudoun.gov/underconstruction](http://www.loudoun.gov/underconstruction).



**Smithfield certified for crime prevention**

The Town of Smithfield is the smallest municipality in the state to be designated a Certified Crime Prevention Community.

Smithfield's Certified Crime Prevention Community certification compendium received unanimous approval from the Virginia Central Justice Ser-

vice Board upon the recommendation of the Virginia Department of Criminal Justice Services on Sept. 18.

The town is now one of 13 Certified Crime Prevention Communities in the Commonwealth. The official presentation of the certification took place at a meeting of Town Council on Oct. 8.

**Norfolk modifies downtown parking**

Norfolk has approved new parking incentives in downtown that are part of its economic development efforts to grow, support and retain businesses.

The "Park Happy" incentives include extending daytime monthly parking passes in garages three hours until 9 p.m. for monthly parkers, and free

two-hour enforced metered parking on Saturdays throughout downtown for all drivers. Free metered parking will continue all day on Sundays and after 6 p.m. daily in downtown.

In addition, the city has removed all street parking meters within the Arts and Design District. Free two-hour enforced parking is now available at all times. In downtown's 15 parking garages, patrons have the option of using credit cards or cash for collect-on-entry special events.

### Front Royal website targets businesses

The Town of Front Royal has launched a new business development and assistance website. Working with Town Council and the Economic Committee, the town's IT Department developed the website to provide a resource to existing and new businesses in Front Royal to establish and expand operations.

Information about the benefits of locating and operating a business are identified on the website. It also provides links to assist businesses develop their business plans, obtain necessary permits, select an appropriate site and develop marketing plans. In addition, the website spotlights Front Royal business success stories. Check it out at [www.frontroyalworks.com](http://www.frontroyalworks.com).

### Suffolk achieves AAA bond rating from S&P

Suffolk has achieved an AAA rating for the first time ever from on its outstanding general obligation bonds and long-term rating. The AAA rating from Standard & Poor's represents the creditworthiness of the city's issued bonds. All three of the recognized reporting agencies have now upgraded Suffolk's ratings.

Standard & Poor's based its upgrade, in part, on Suffolk's strong cash level liquidity combined with its budgetary flexibility and performance. It also noted that Suffolk has become one of the fastest-growing cities in Hampton Roads. The city's population has grown by 36 percent since 2000.

Following the credit rating upgrade, Suffolk sold approximately \$125 million in bonds to Bank of America/Merrill Lynch, the lowest of eight bidders.

The bonds were issued to finance

various public improvement and public utility capital projects, to refund certain general obligation bonds and other general obligation debt, as well as utility revenue bonds that were previously issued. The issuance included \$47 million of new money and \$78 million in refinancing. The bonds for the new construction were sold at 2.97 percent, the refinancing at 3.27 percent and the utility revenue bonds for 3.38 percent.

### Petersburg beautifying historic cemetery

The City of Petersburg will beautify and add security to a historic African American burial ground that traces its roots back almost 200 years and that was named to the National Register of Historic Places in 2008.

Improvements to the historic People's Cemetery will include enhanced landscaping, an improved roadway and installation of fencing and brick columns finished with decorative concrete caps. The two-month project will begin in December.

The cemetery also was named a stop on the Network to Freedom, in recognition of its connection to the Underground Railroad. It is the final resting place of abolitionists, Civil War soldiers, slaves, escaped slaves and free men of color.

### Alexandria department gains re-accreditation

The **City of Alexandria** Department of Transportation & Environmental Services recently was awarded a second prestigious American Public Works Association (APWA) re-accreditation.

The APWA Accreditation program recognizes public works agencies that go beyond the requirements of the management practices established nationally in the public works industry, as contained in the APWA Public Works Management Practices Manual. The Alexandria agency received its original APWA accreditation in 2006 and its second re-accreditation on Aug. 7.

### Norfolk to assist homeless veterans

Norfolk Mayor Paul Fraim joined First Lady Michelle Obama in committing to

end veteran homelessness in Norfolk by the end of 2015. With the First Lady's announcement of the Mayors Challenge to End Veteran Homelessness on June 4, Norfolk joins a growing number of communities across the country making the pledge.

"Veteran homelessness is not an intractable social problem that can't be solved," Fraim said Sept. 17. "By focusing our resources and renewing our communities' commitment to this issue, we can end veteran homelessness in our city and our country. I'm proud to join mayors across the country as we work toward the important goal of honoring the service of our veterans by making sure all of them have a home to call their own."

Norfolk will work with the U.S. Department of Housing and Urban Development, the U.S. Department of Veterans Affairs, the U.S. Interagency Council on Homelessness and the National League of Cities to leverage federal resources and develop a local strategy to make sure every veteran in the community has access to stable housing and the supportive services they need to stay off the streets.

Since 2010, when the federal government launched Opening Doors, a strategic plan to prevent and end homelessness, there has been a 24 percent reduction in homelessness among veterans. This reduction has been achieved through a partnership between the Obama Administration, local governments, non-profits and the private sector.

### Civil War graffiti endangered in Manassas

The Virginia Association of Museums announced recently that Civil War graffiti on the wall of Liberia House in **Manassas** has made the 2014 Top 10 Endangered Artifacts in Virginia list. The campaign from the Virginia Association of Museums is designed to create awareness of the importance of preserving artifacts in care at museums, libraries and archives throughout the Commonwealth and in the District of Columbia.

The Civil War graffiti on Liberia's walls was discovered when conservators removed wall coverings as part of

the home's restoration. Although only a few signatures are fully visible, it is believed that many more exist throughout the house. Uncovering more will require more money and more painstaking work by expert conservators.

Liberia Plantation held a central role throughout the Civil War. It was first occupied by Confederate forces, and later occupied by Union soldiers. Both Confederate President Jefferson Davis and President Abraham Lincoln visited the house. The signatures uncovered so far belong to Union soldiers. The most promising location for graffiti recovery is an upstairs room that sustained major water damage from a formerly leaky roof. Preserving this graffiti will depend on a delicate combination of plaster repairs and paint removal.

**ELSEWHERE ...**

**Newport News** has implemented a new website with the help of CivicPlus. The new site will include a mobile application (coming soon) and includes a number of integrated modules that will help departments offer more online forms and services and provide for in-

creasing civic engagement and transparency. ... The **Arlington County** Board has approved an ordinance amendment to allow Arlington Public Schools to install and operate video-monitoring systems on their school buses that will record violations of motorists passing stopped school buses. The board set Feb. 1 as the effective date of the ordinance amendment, contingent on development of a policy governing the storage, access and sharing of the videotape. ... The Office of the Real Estate Assessor in **Newport News** has launched iasWorld®, its new computer-assisted mass appraisal (CAMA) system. The implementation culminated with the migration of more than 53,500 property records from the FY15 assessment roll.

**Falls Church** exhibited its trademarked brand, The Little City®, at the National Trademark Expo recently hosted by the U.S. Patent and Trademark Office in Alexandria. More than 40 exhibitors highlighted the value of brand names and other trademarks to educate the public about their role in commerce and the global marketplace. ... Standard and Poor's Rating Services

(S&P) has once again assigned an AAA bond rating to **Newport News** Waterworks. ...

... The Virginia Section of the American Water Works Association presented **Newport News Waterworks** recently with its 2014 Larry Gordon Safety Award for the city's safety program at the Harwood's Mill Water Treatment Plant. ... The Federal Emergency Management Agency has awarded **Chesapeake** a \$1.3 million grant as part of the Hazard Mitigation Assistance program. The grant funds will be used for the acquisition of five flood-prone properties and the elevation of one flood-prone home. ... The **City of Fairfax** Fire Department has expanded the range of emergency medical services to include four-legged patients. Responding to a growing need, the department recently purchased pet oxygen masks to help paramedics resuscitate animals who may have been overcome by smoke or other toxic conditions.

Discovering Virginia



**Waterford, seven miles northwest of Leesburg, is one of only three National Historic Landmark Districts in the United States.**

Leesburg visit

*Continued from page 2*

that seeks to raise awareness about the history in the region from Gettysburg in Pennsylvania, through Maryland and West Virginia, and ending at Thomas Jefferson's Monticello.

Homes of nine different presidents, countless historic sites and myriad battlefields make this area a unique historic treasure. As such, Congress has designated the area as a National Heritage Area. With more than 350 partnering organizations, including foundations, associations and local governments, the Journey through Hallowed Ground has a strong focus on preservation and education. For more on the foundation or its programs, go to [www.hallowedground.org](http://www.hallowedground.org). 

# Paint it, and they will come (and run)

**M**ORE THAN 4,000 PEOPLE of all ages and abilities lined up to walk, run and get sprayed with color in Historic Downtown Manassas on Sept. 13. The city's ColorVibe 5K was a huge success, raising more than \$4,000 for Manassas City Public Schools summer enrichment programs. The morning started off at Osbourn High School with Mayor Harry J. Parrish II and School Board Member Pam Sebeski (center) shooting color into the air as participants ran by. Along the route runners

were sprayed with more cornstarch-based color. There was a block party complete with music and dancing as racers crossed the finish line. The event, organized by the city's Neighborhood Services Division, was fun, entertaining and a huge success with comments from participants like, "Thanks for bringing this race to town," and "I didn't know these beautiful neighborhoods were here." Neighborhood Services has already been asked when next year's event will be held. 



# Transportation funding

**Two steps forward,  
one step back, but now what?**

By Neal Menkes

IN HIS 2014 STATE of the Commonwealth address to the General Assembly, former Gov. Bob McDonnell touted the success of a bipartisan effort to pass (finally) a sustainable transportation funding plan. It was the first such plan since the administration of Gov. Gerald Baliles in 1986.

## Transportation funding

McDonnell, in his speech, proclaimed that Virginia's transportation system would receive more than \$6 billion in new funding over the next six years, with an estimated annual economic impact of \$9.5 billion and the creation of more than 13,000 new jobs. Those were some impressive, long-awaited numbers.

So what happened? Did the legislation enacted in 2013 (HB 2313) satisfy or reasonably meet the costs of transportation, or was the transportation appetite merely satisfied? In other words, did the state open up a can of tomato soup and throw in some saltines to get rid of those transportation hunger pangs or was dessert offered after the three-course meal, leaving transportation funding feeling full for the next 27 years?

Well, to be honest, McDonnell's transportation legacy seems to both satisfy and satisfy. As the late radio broadcaster Paul Harvey would have said, "And now, the rest of the story ..."

## Satisfying

First, McDonnell earned his "legacy" initiative by persuading his party to take up the funding issue and by persevering the bumps and potholes of the political process. The credit he received is well-deserved and nothing short of amazing given today's super-charged partisan politics. He changed the political narrative, pushing delegates and senators away from their fixation on additional VDOT audits and from the hard-to-resist grab of the state's credit card to issue more debt.

Second, the transportation bill's supporters understood that the General Assembly acts on tax issues only once in each generation. This governing principle forces legislators to get the most done without dragging the political majority too far out of their comfort zone. The bulk of the new money is set aside to maintain existing transportation assets because maintenance is the highest funding priority. The purpose of the new money is to stanch the bleeding of state transportation dollars originally allocated to construct new road projects. The cost to repair cracking and crumbling roads and bridges have exceeded the maintenance budget since FY 2002, forcing the transfer of construction dollars.



**The objective of wiping out the transfer of state construction funds for road maintenance projects by FY17 will not be met. VDOT now says more than \$100 million will be transferred that year and increase to almost \$200 million by FY20.**

HB 2313 supporters, however, also dedicated new money for public transit and passenger rail. The decision to invest sizeable sums for transportation alternatives other than laying more and more asphalt was huge in Virginia politics.

## Satisficing

It's been more than a year since HB 2312 passed, and the bill's promise may be unravelling. The FY 2015-FY 2020 six-year highway program approved by the Commonwealth Transportation Board is \$1.6 billion less than the six-year program adopted a year earlier. As for transit, state money for capital projects will permanently decline by 62 percent beginning in FY 2018. And, the state's funding share for public transportation operations will begin sinking to 20 percent or less beginning in FY 2015. (See story, page 11)

What's going on? First, the Tax Department's transportation revenue forecasts show a decline in several of the tax sources the General Assembly adjusted last year. State titling taxes, license fees, recordation taxes and the retail sales and use tax all reflect the painfully slow economic recovery in Virginia.

Second, Congress has yet to pass the Marketplace Fairness Act. HB 2313 directs most of the sales tax collections tied to the federal legislation for transit and passenger rail programs and projects. Congressional inaction will also result in a state gas tax increase this January with the new proceeds going to maintenance.

Third, the sudden freefall of state general fund revenues pushed the governor and General Assembly to prop up the state budget with almost \$50 million originally slated for transportation.

And fourth, the General Assembly approved initiatives to reduce HB 2313 revenues, trimming the tax rate first-approved for the motor vehicle sales and use tax and scaling back before finally eliminating the fee on alternative fuel vehicles (e.g., Prius).

Thus, the principal objective of the tax hikes to wipe out by FY 2017 the transfer of state construction funds to maintenance projects will not be met. VDOT now says more than \$100 million will be transferred in FY 2017, increasing to almost \$200 million by FY 2020. And, that doesn't include the \$1.4 billion of federal money that will go for maintenance in the 2015-2020 six-year plan. (At one time, VDOT's federal appropriations were used almost exclusively for construction.)

The challenge confronting local governments means fewer dollars for local road and transit projects, and greater citizen pressure to plug the gap using local resources. Perhaps, another answer will present itself in December when the Transportation Secretary releases his recommendations to provide state assistance for local transportation projects. We can always hope. 

### About the author

Neal Menkes is director of fiscal policy for VML.

# Transit

## The future may be riding on it

**T**HE YEAR 1964 saw the passage of landmark federal legislation that has been shaping our neighborhoods and cities ever since. Congress passed the Urban Mass Transit Act in the early summer and soon millions of people who had no other means of transportation were given mobility. Americans gained a dependable and affordable way to reach jobs, healthcare, educational and recreational opportunities. Fifty years later, most of us still see the transit industry through this early lens, playing the important “public transportation” role. But the definition and purpose of transit is changing as is its role in connecting us to opportunities in our communities and building our regional and state economies.

**“Transit serves Virginians across the state. Transit brings new businesses, transit gets people to work and transit makes the commute on crowded roads better.”**

*... Del. Tom Rust (R-Fairfax)*

Transit is not just operating and performing “like it always has,” as a 20th century public bus service. Take a moment to see the new face of transit, who it serves today, and the game-changing role it will play tomorrow. Virginians want their elected and governmental leaders to get on board with the transit that Virginia will need in the future. Just as our lifestyles have changed dramatically in the 21st century, so have our transportation needs. The expansion of transportation options is essential for Virginia to remain competitive economically by providing increased mobility for all Virginians.

### The new face of transit

Transit is no longer narrowly defined as bus travel. Transit includes light rail, commuter rail, ferry, bus, streetcar, trolley and vanpool services. More and more, transit is viewed and is being used as an interdependent, connected system that reflects a shift away from single-occupancy car reliance.

On the inside, the old fare boxes and coin tokens are being replaced by electronic fare card payment systems. In the very near future, a new payment system

will let you use your smartphone, credit card, or even a government ID to pay transit fares.

Onboard, you’ll find that a growing number of transit systems offer free Wi-Fi, and live camera monitors for enhanced safety. Many buses have lower, street-level floors to make access easier for everyone, especially the physically challenged. Even seats are now more ergonomic. Under the floor, more and more diesel engines have been replaced with quieter, more environmentally friendly natural gas and electric propulsion systems.

On the outside, loud and boxy vehicle designs are being transformed into sophisticated inter-city, train-like designs and shapes. Many buses also include bike racks.

The rudimentary bus stops of the past century are evolving into easily visible and well-lit stops. They’re full of information, and increasingly complemented with real-time arrival information.

### Who transit serves today

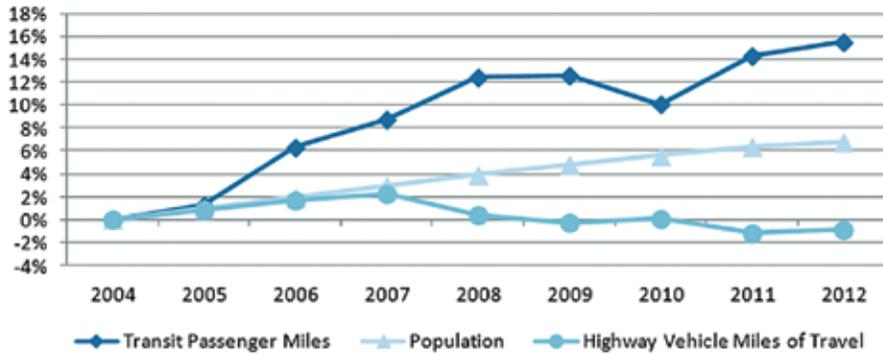
All of these physical changes are not just a consequence of time. They are a product of continuous improvements to better serve those who are dependent on transit services for their mobility needs, while also aiming to attract and retain “choice riders,” the industry term for riders who choose transit over their personal automobile.

This focus on quality has worked. Transit is more popular than ever. Last year, for example, the greatest number of transit trips were taken in the history of the industry.



**“The Tide” in downtown Norfolk is an example of the new face of transit in Virginia.**

**Figure 2: Since 2004 Transit Use Has Grown More Than Population or Highway Travel**



Sources: Transit Passenger Miles from APTA Public Transportation Fact Book for 2004 through 2011 and estimated from APTA Public Transportation Ridership Report unlinked trip data for 2012, Population from U.S. Census Bureau, Highway Vehicle Miles of Travel from Federal Highway Administration Travel Volume Trends.

Just get on board one of Virginia’s light rail cars, ferries, or buses today and look around at your fellow riders. Chances are you’ll see a cross-section of people from every socioeconomic background and profession. Transit across Virginia has evolved into a truly mass market service.

### The role transit is playing across Virginia today

Transit is helping communities across Virginia in a variety of important ways. In Williamsburg, transit serves visitors to Colonial Williamsburg and its workforce. The Virginia Railway Express (VRE) moves commuters from Spotsylvania and Manassas into the nation’s capital. VRE’s Santa and Firecracker trains let tourists and residents celebrate Virginia traditions. New service in Charlottesville connects the business district with the arts district. In Richmond plans are underway for a state of the art bus rapid transit system. From Blacksburg to Norfolk, Charlottesville to Fredericksburg, students and faculty depend on transit to get to school, work, or recreation. Across Virginia, those who cannot drive or do not have a car, rely on transit providers like Bay Transit on the Northern Neck to get to work, doctors’ appointments, or to see family. Rural transit services are providing an average of 1.6 million yearly rides to people who live in small towns and remote locations, offering a vital lifeline.

In Norfolk, the “Tide” light rail service by Hampton Roads Transit (HRT) has transported more than 5.2 million passengers around this urban, waterfront community. The service is helping to mitigate congestion in the immediate area while facilitating the effortless movement of workers, residents, tourists and military personnel around Norfolk’s many downtown assets and destinations. Virginia Beach officials and business leaders, with a

**“We’re at a point where we can’t pave our way out of the needs of transportation. We need to look at ways to effectively and efficiently move people and spend our resources. Transit is a key part of the solution.”**

*... Sen. John Watkins, (R-Chesterfield)*

bird’s-eye view of the Tide’s success in Norfolk, are now committed to finding a way to extend light rail or some version of it all the way to the Virginia Beach oceanfront.

In Northern Virginia, transit is moving one of America’s most talented and educated workforces. Here, more than 156 million transit trips are taken annually, and more than half a million commuter trips are taken daily. What makes transit work so well is the frequency and dependability of service, as well as the transit infrastructure’s proximity to employers. For example, 54 percent of jobs in the Washington, D.C., metropolitan area are within half a mile of a Metrorail station.

### The economic impact of transit today

Existing transit services across the Commonwealth add up to one unassailable conclusion: Transit in Virginia is making an impact. We can measure this impact in a number of ways.

Transit is providing mobility to hundreds of thousands of Virginians. By offering access to healthcare, retail, recreation, employment and education, the vehicle miles traveled (VMT) across the state are shrinking. In turn, this is helping reduce congestion in Virginia’s largest urban areas

For example, the Virginia Railway Express (VRE) now operates 30 trains, 111 railcars, 16 Virginia stations, on 90 miles of track. Each day, 20,000 passengers are using VRE. That number represents one lane of traffic on both I-66 and I-95/I-395 at peak travel times. Over the next 25 years, VRE is positioned to more than double its ridership. Imagine what would happen if 20,000 additional cars were put on I-95 during the rush period?

Transit has become part of corporate business models, efficiently and cost-effectively connecting businesses to their employees and customers. California-based Stone Brewing Company just announced that Richmond will be the home of its first East-Coast brewery and restaurant operation. Stone is promising to generate 288 jobs and more than \$1.2 million a year in new tax revenue. Richmond’s location was cited as a reason for its selection. The planned Bus Rapid Transit (BRT) line to the site will surely enhance access for both workers and customers.

The hottest trend in commercial and residential circles is the dramatic power of transit-oriented development (TOD). Many are familiar with the transformation of the Rosslyn/Ballston corridor with new businesses, resi-

dependencies, entertainment, retail and a concentration of higher education campuses including George Mason, Georgetown, George Washington and Virginia Tech. This type of development is not unique to the inner jurisdictions. Communities from Tysons to Reston are undergoing a transformation with the opening of Metro's Silver Line. Beyond that, Loudoun Station is already an economic magnet and will only grow stronger when Phase II of the Silver Line is completed. In Prince William, the development company SunCal is investing \$20 million of its own resources to help build the new Potomac Shores VRE station, scheduled to open in 2017.

In addition to these three clear benefits, the American Public Transportation Association (APTA) developed a transit return on investment (ROI) model to help encourage com-

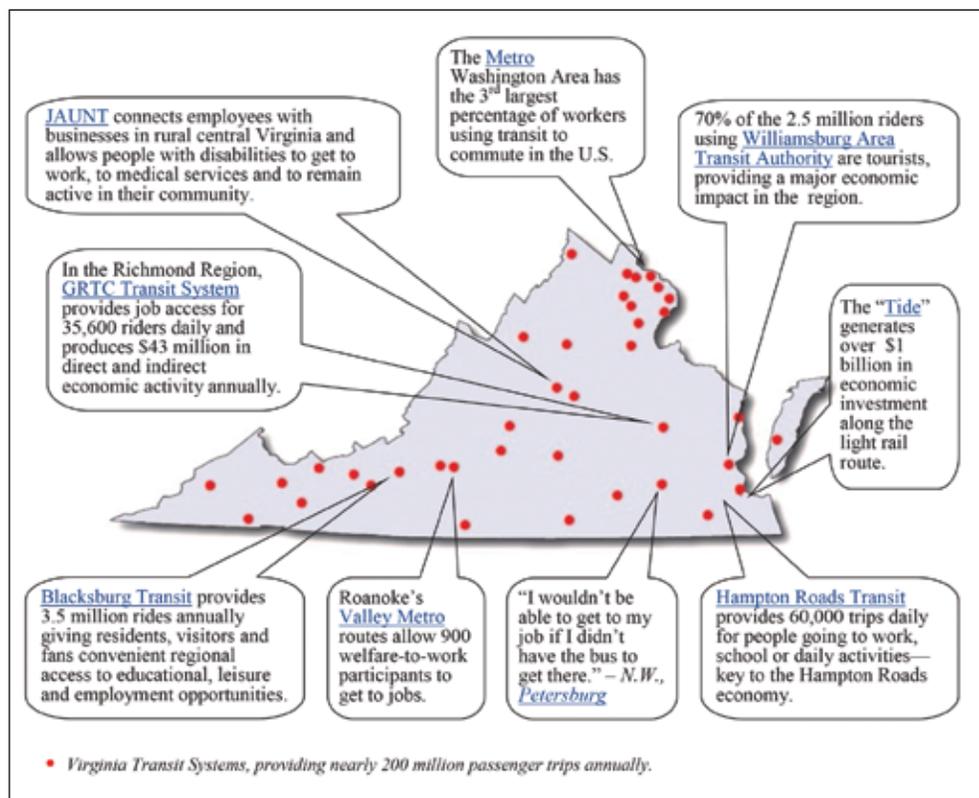
America is undergoing a seismic age shift. Moreover, the emerging attitudes and preferences of Millennials, Gen Xers and Baby Boomers on where they live, work and play are transforming the traditional economic development model. Forward-thinking communities are shifting their focus from courting large Fortune 500 companies to supporting community-minded placemaking initiatives and homegrown business enterprises.

This new economic development model is based on the premise that if you build a great place where people want to be, companies will follow. It's a natural consequence of America's shift from an older industrial, manufacturing-based economy to a more diversified economy that values creativity, entrepreneurship and innovation. The communities that

have embraced this new perspective – Austin, Portland, Denver and Asheville – are cultivating an advantage in regional-level economic development appeal with the aid of transit.

Why is this important? With the coming age shift, there will be relatively fewer young people available in America's core worker segment – the 25-54 age range. In the future, a community's ability to successfully attract and retain both Millennials and entrepreneurial Baby Boomers will separate winning and losing communities.

Millennials are gravitating to downtowns and activity centers, preferring a car-free, 15-minute community lifestyle. Boomers, meanwhile, are retiring in greater numbers. They're examining their new lifestyle options, and they increasingly prefer getting around without having to rely solely on driving.



munity support and public investment in transit. Based on APTA's ROI calculus, every \$1 in government spending on transit returns \$4 in economic benefit to the local community. For example, the city of Norfolk reports that more than \$1 billion in new economic investment has occurred since construction and operation of the 7.6-mile Tide light rail line. Besting APTA's ROI estimates, this is more than five dollars returned for every dollar invested by the city. No matter what benefits you include in transit's ROI equation, the math always points to one conclusion: Transit is making a huge impact on Virginia today. But this is only half of the story. The biggest impact of transit is yet to come.

## The impact of transit on Virginia's future

In the future, transit can play a starring role in Virginia's economic development efforts.

## Public demanding greater investment in transit

Virginia residents are smart. Not only are they increasingly choosing transit over cars, they're also making their voices heard: They want even more transit service.

In Hampton Roads, demand for transit is at an all-time high. When the public was asked for input to develop both the 2034 and the 2040 Regional Long-Range Transportation Plan for Hampton Roads, expanding public transportation like light rail, ferries and buses ranked as the number one recommendation. What's more, 87 percent of research participants agreed or strongly agreed that improving public transit should be a priority regional planning action, as shown in the June 2014 Envision Hampton Roads research report released by the Hampton Roads Planning District Commission.

According to William Harrell, president and CEO of

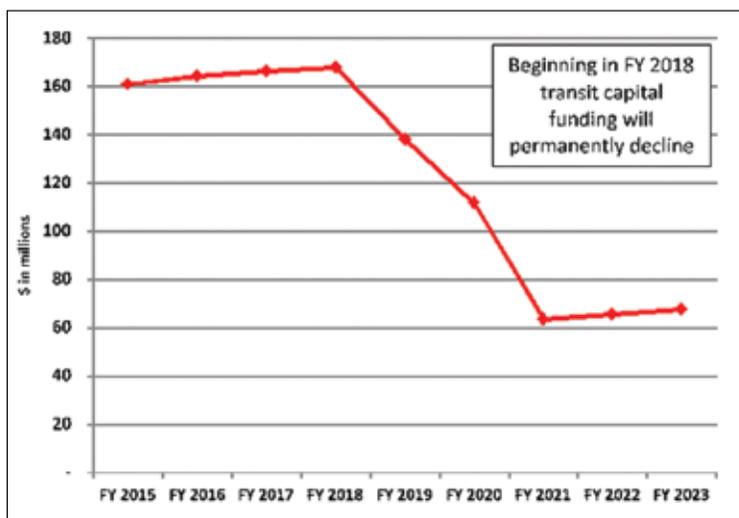
Hampton Roads Transit, “We are hearing loud and clear from the public and regional leaders from across business, military, educational, healthcare and other sectors that they want enhanced transit service across Hampton Roads.”

The GRTC Bus Rapid Transit (BRT) line through the heart of Richmond to Henrico County is scheduled to open in 2018. Already residents are asking why routes won’t extend beyond the planned 7.6 mile route. Noted Richmond Mayor Dwight Jones, “This is a game changer for the City of Richmond and the region. This really puts the face of transit in a very positive light and will be great for economic development in the Richmond region.”

### What’s ahead?

Virginia’s population is slated to grow from 8 million to more than 10 million by 2030. With that growth comes significant transportation needs, and the state’s transit industry plans to help meet those needs. In addition to improving core capacity and creating new connections, planned capital-funded initiatives will maximize the capacity of the system during peak periods and improve the service, speed and reliability of transit in priority corridors.

Yet while the promise of expanded transit service is exciting, there are some dark clouds looming on the horizon.



Virginia’s transit industry is headed for a potentially disastrous capital fiscal cliff. In 2018, 60 percent of the Virginia transit industry’s annual capital funding for equipment and stations is set to expire. This will greatly diminish transit providers’ ability to maintain a state of good repair for their current assets and to provide expanded transportation alternatives in the future. This drop in funding will require localities to make up the deficit, which may result in higher fares or cuts to service. Compounding the problem is the failure of Congress to pass the Federal Marketplace Fairness Act (Internet Tax). The anticipated revenue from Virginia’s 2013 transportation law was tied to this act, and will now be radically reduced.

Operating a 21st century transit system with antiquated equipment will lose choice riders, at best. At worst, it will slow down the industry’s transformation, negatively impacting Virginia’s reputation as a one of the best places to live, work and play.

The role of public transportation has changed significantly over the past decade as it is increasingly being viewed as an answer to the Commonwealth’s transportation issues. Continuing and even increasing investment in our state’s transit system will keep us moving ahead. Most importantly, it will create jobs. According to APTA, \$1 billion in spending on transit capital supports 16,000 jobs. 

### About the authors

*Kelley Coyner is the executive director of the Northern Virginia Transportation Commission, an organization that facilitates the planning and development of the transportation system for Northern Virginia. Lisa Guthrie is the executive director of the Virginia Transit Association, a nonprofit organization that serves as the voice for public transit in Virginia. John W. Martin is the president and CEO of the Southeastern Institute of Research, a Richmond-based marketing research and strategic consulting company that serves Virginia’s transportation industry.*

*The authors thank the Virginia Department of Rail and Public Transportation for providing technical data and editorial support.*

## If you want to know more ...

### What can you do support to support transit in Virginia?

**F**IRST, KEEP LEARNING about how transit helps your community, your state and the country as a whole. Share the Virginia transit story with others to help bring more people onboard. Join one of the Virginia Transit Association’s regional transit tours scheduled for Northern Virginia, Hampton Roads or Richmond. In these fun and informative briefings you’ll see the industry’s 21st century technology at work, hear empirical evidence on how transit delivers, and learn about all of the exciting future plans from the transit leaders serving these regions. Just call VTA at 804-643-1166, or e-mail them at [lguthrie@lmg-llc.net](mailto:lguthrie@lmg-llc.net) to sign up, or follow them on Twitter @vatransit, or like them on Facebook.

But hurry, the future of Virginia is riding on what you and others learn, and on what you do to support and advance transit in your community and across the Commonwealth.



# Former governor urges renewed investment in aviation

**EDITOR'S NOTE:** *Excerpted from an address by former Gov. Gerald L. Baliles to the Virginia Aviation Conference Aug. 14 in Virginia Beach.*

**F**ORTY YEARS AGO, the nation's airlines were regulated. Routes, fares and service were subject to government approval. We had more than 20 major airlines back then, instead of the four we have today. We had several large manufacturers making airframes. Airports were simply facilities where the planes landed and took off on the routes the government told them where they could fly.

Our carriers set the world's service standard and were admired as the most efficient, while most of their foreign competitors were state owned and subsidized. Europe was still some 28 separate nations with its deregulated domestic market yet to be created by the European Union. New nations in Asia and South America were applying freedom, education and technology to become major manufacturing

and business centers. Singapore had separated from Malaysia less than a decade before and Hong Kong was mostly seen as an exotic locale for spy movies. Fly to Beijing? Are you kidding? As an independent and unified country, the United Arab Emirates was only two years old. No one in the established airline industry envisioned these countries combining their geographic location with long-range aircraft to provide highly attractive new links between East and West. But their leaders have remembered an old lesson: Throughout history, business has gathered at the crossroads of the world's caravan routes, and today that's a major international airport.



- Baliles -

Forty years ago Americans had only recently walked on the moon, thanks in large part to important work done over the previous two decades here in Virginia at Wallops Island and NASA Langley. The world looked so different then. America's aviation leadership was clear and barely challenged.

By the time I took office in 1986, it was clear that change was in the air. The old ways were increasingly inadequate, in the air and on the ground. So, working with many of you in this room, we enacted a landmark program to finance transportation for a generation.

I recall at the time many people being surprised that the program included air, sea and rail; most of the attention focused on roads because, to paraphrase Willie Sutton, that's where most of the money was. But I knew, from talking to so many executives about locating businesses here in Virginia, that they placed a large value on transportation, including air transportation. They needed to get their goods and people transported on a global basis. Whether a commercial service airport or a general aviation/business aviation airport, most business leaders would not consider a location without those links. Investing in air transportation was, quite simply, a key to the Commonwealth's economic future.

And it still is.

By 1986, airlines had been deregulated as to routes and fares. Some new carriers had started, others had faded away. The air traveler enjoyed more competitive choices. And our compe-



**Creation of the Metropolitan Washington Airports Authority – the most important economic development decision made in that region in the past generation – enabled Dulles International Airport to be developed as a major international gateway.**

tion was not just the nearby airport; it was any airport to which an airline could fly. So we invested in smaller commercial service airports, and worked on Capitol Hill to create the Metropolitan Washington Airports Authority; the most important economic development decision made in that region in the past generation as it enabled Washington Dulles to be developed as a major international gateway.

Virginia was quick to realize that in America's new deregulated airline environment, airlines based their service decisions on profitability; there was no level of service guaranteed by government. This was true not only for domestic routes, but international service as well. Working with the Washington Airports Task Force, we broke through the logjam created by 1,200 global, stifling, bilateral air service agreements. We brought new service to our region on (ANA) All Nippon Airways from Tokyo, and Lufthansa from Frankfurt. Today, 26 airlines serve more than 50 international destinations to and from Dulles.

Also, Virginia is now an important part of the Southwest Airlines' lower fare network through Norfolk, Richmond and now Washington National.

Similarly, as business aviation continued to evolve back then, we needed airports that could serve to link our more remote regions to the global economy, so we invested in general aviation airports. The goal was to ensure that Virginia had a well-equipped, safe all-weather runway within 45 minutes of every business and every home. That key decision has helped since to attract businesses and jobs to every part of the Commonwealth.

When it came to space, in the mid-to-late 1980s, Virginia sought the best use of its facilities, location and talent. Most of the airframe designs that have been used in the world over the past half century were tested in the wind tunnels at NASA Langley. Many of the early launches leading to the Mercury program, and many of the more recent ones for commercial purposes, have occurred at Wallops Island. At the time, we even attracted the headquarters of the space station program to Reston.

In short, looking back almost four decades, we recognized then that we

**"We must maintain a commitment to invest in our aviation and space infrastructure. Many of the investments made after the 1986 bill are beginning to age. We cannot take for granted the excellent system we have."**

*... Former Gov. Gerald L. Baliles*

had to adjust to changing conditions. The future was ours to shape. And with bipartisan and statewide support, we took steps to do just that.

On the federal level, of course, visionary leaders in the Ford and Carter Administrations, and in Congress, passed the Airline Deregulation Act. Visionary airline and airport leaders began to reshape sectors of the industry. The federal government, starting in the Bush 41 administration in 1992, made Open Skies the policy of this country, bringing international service to more of our nation and opening opportunity for more of our citizens to travel – and trade with – the world.

A George Mason University study showed that the advent of a new transatlantic service was worth, on average, a quarter billion dollars to the community which received it. I would argue that an Asian service would be worth at least that much. And let's not forget that many of the world's fastest growing aviation markets and economies are emerging in Latin America, with longer term potential in Africa. So, those policies of opening markets can have a large payoff.

The United States has long been seen as the global aviation leader – with outsized contributions from this Commonwealth. But the picture has begun to change, and I fear, as a country, that we are learning the wrong lessons from our successful past. Rather than working to shape the future, we too often seem to be trying to ignore or resist it.

Let's look at a few examples.

The U.S. Open Skies policy is a natural extension of our domestic deregulation policy. Both have been widely copied around the world, to the benefit of travelers, shippers and economies, everywhere. Naturally, this has given rise

to new players in global aviation, just as domestic deregulation made possible the success of Southwest Airlines and, indeed, the low cost carrier segment of the industry.

New global hubs have sprung up in places no one could have predicted at the first of these conferences 40 years ago. Take India for example, a sub-continent with many growing business destinations. In the past, the legacy carriers and their alliances provided, as they still do, two or even three stop-service to cities like Bangalore via their European hubs and a second change of plane at Delhi or Mumbai. Today, Emirates, Etihad, Qatar and Turkish (airlines) provide one-stop service from Washington Dulles via their hubs in the Middle East. And those carriers offer a superior service and an excellent transit experience.

This presents a traveler with a choice.

For some in the U.S. and European airline industries, this has become an uncomfortable choice. But aren't choices what an open, global, industry should provide?

Distressingly, we now see many airlines and labor organizations in our country and Europe fighting against these developments. To me, that is a questionable quest. I have been saying for more than a quarter of a century, that globalization is a fact of life and can no more be resisted than can the tides of the oceans or the rising of the sun. Yet, we are starting to hear such concerns. ...

And what about funding for our aviation infrastructure, security and related government services?

It seems to me that the different aviation interests cannot agree on a sustained coordinated approach to aviation

policy. Everyone dislikes the current system. No one is satisfied. Surely that is the first step to a possible unified approach, without which differing aviation interests will be played off against each other to the detriment of all.

Airlines chafe under 17 taxes and fees, by their count.

Under the current system, airports feel they cannot generate the needed resources to really plan for the future. Those involved in air traffic control understand that we are nowhere near as up to date as we should be.

Passengers understand they are not getting their money's worth when their flight sits at the gate under sunny skies unable to take off due to a lack of capacity in the ATC system, or wait in long lines at customs or security checkpoint, or in crowded hold rooms at airports.

Shippers are no more satisfied.

Meanwhile, our competitors are figuring these things out and moving forward. Overseas, new airlines are offering innovative standards of service, using brand new airports and some are challenging the status quo with lower fares on intercontinental routes. They are leading the way, and American travelers are noticing.

Our industry response?

All too often, we simply argue for tinkering with our current system, reducing or increasing some existing tax or fee to benefit our section of aviation at the expense of others. The solution must be leadership that rallies around collective innovative solutions that benefit all and thus generates the political will to make them happen!

In manufacturing, while we still make world's leading products, I fear we are letting our lead in research and technology slip. Virginia has especially reaped the benefit over the years of investments in this area through our NASA facilities and the work of our research universities. Indeed, then-Governor Kaine and his Secretary of Technology, Anish Chopra, labored to bring Rolls Royce to Virginia for this very reason. The Commonwealth's commitment to STEM education and to use our excellent Community College system to fill the gap between university graduates and the unskilled also is impressive and

a fine example of the success achieved when both parties put Virginia first.

But as a nation, are we slipping?

The average worker in our aerospace manufacturing industry is on the north side of 50 years old. Now that sounds younger to me all the time, but it presents us with a problem.

Are we training enough people to take their place? Where will we get them? Or will we export jobs simply because we don't have the technicians to fill them? Are people who once would have headed straight for Northrup Grumman, Boeing, or Pratt and Whitney or GE, or Rolls-Royce now heading instead to Silicon Valley? If so, how can we start attracting some of them to aerospace manufacturing? Indeed, at the Miller Center, we have made preparing the manufacturing workforce of the future a priority and I commend our report, "Building a Nation of Makers," to your attention. (<http://millercenter.org/conferences/2013/milstein>). ...

Two decades ago, I was asked by President Clinton to chair the National Commission to Ensure a Strong Competitive Airline Industry. Despite the name, the National Airline Commission's charge was to look at the entirety of aviation, including airlines, airports, air traffic control, general aviation, international markets, workforce issues, tax policy ... you name it. ...

Indeed, after my commission and that of Vice President Gore, a National Aviation Policy was developed and, as far as I know, is still in place. It may be gathering dust at the U.S. Department of Transportation, but it exists. And it addresses many of the issues I have discussed today and are being discussed and debated by aviation leaders right now. The ideas are there; but the action required is not. The nation needs the leadership, commitment and a determination to look at the bigger picture and its impact on our future.

So, in practical terms, what does all this mean?

## On a national level

- **First**, aviation leaders and government must come together to design a new, modern, system to finance aviation infrastructure and services.

Next year's FAA reauthorization bill provides a perfect forum for that. If the only solution offered is to adjust some of the taxes and fees up or down, we will have failed. ...

- **Second**, and similarly, leadership is needed to bring more fully the benefits of NextGen to travelers and shippers. In 1993 when we released the National Airline Commission's report I was asked why more progress had not been made on this issue in the past. I said that it was because the issue has been viewed only as an aviation issue. Those truly paying the price for this lack of progress are travelers, businesses and shippers. They are now much more engaged, and that's good, but still, progress is much too slow.
- **Third**, we must realize how much the global aviation world has changed. Yes, we need to take a new look at the economic realities faced by airlines, but we also must look at whether we are offering aviation infrastructure and services adequate to our 21st century economy. This means services in the airport, on the plane, at the security checkpoint and at the entry to the country.

Why is it that travelers to the United States, all of whom have been through security checks and vetted by U.S. authorities before they land, are met by an often overworked and thus disgruntled person in a uniform wearing a gun? We need to make it possible for airlines and airports to provide services that can compete with the world's best, not just complain about supposed unfair economic advantages our competitors may enjoy. By not competing, we risk losing the leadership role that the United States has enjoyed in the global hub system, as fewer people will want to visit, whether for business, education or leisure reasons.

The travel industry estimates a loss of one million – yes, one million – jobs, due to the drop in foreign visitors caused by our unwelcoming post 9/11 attitudes. Certainly, we need security responsive to a continually changing threat, but we need that "security with a smile" – not an attitude.

- **Fourth**, we must invest in a truly next-generation aircraft that can further compress time and distance and help ensure our place as a global transportation hub. And we should commit the nation to the strategy that expands space exploration and makes the best use of such companies as Space X and Virginia's own Orbital Sciences.
- **Fifth**, we must realize the importance of STEM education to ensure an aerospace and aviation workforce in the face of a coming massive exodus of talent from the field. And we must find ways to encourage those new graduates to enter the aerospace and aviation fields in the way that once inspired their predecessors half a century ago.

## For Virginia

- We must maintain a commitment to invest in our aviation and space infrastructure. Many of the investments made after the 1986 bill are beginning to age. We cannot take for granted the excellent system we have.

- Next, we should continue to leverage Virginia's aerospace research base to grow our manufacturing sector.
- Also, we should promote Virginia as a site to test new aviation technologies. The fact that we are one of the FAA test sites for unmanned aerial systems is a major coup, and we need to continue to put ourselves forward in that manner.
- We should also make imaginative use of the fact that we possess in Virginia world class air, sea and space ports; we are the rare place that can say that.
- Let's recognize the value of working with Maryland and other nearby states to make our mid-Atlantic region even more attractive as an incubator for new ideas and new energy in creating the future of aviation. We have the ability to become the crucible for tomorrow's aerospace world; we should seize it!
- Finally, Virginia should take a national leadership role in moving the broader industry and the federal government to create a new aviation policy for the 21st century in order

to address the many national and international issues we face today. The national policy developed in the 1990's remains somewhat pertinent, but it becomes increasingly more inadequate by the day.

In aviation, we Americans can be rightly proud of the global leadership role we have played. A large percentage of the world's travelers fly on equipment designed, tested and made in the United States. Our leadership in developing an aviation industry, and then deregulating it, has been copied all around the world. We are still the only country that landed people on the moon, and we have led the way in exploring the heavens. Pioneering is part of our DNA. But we must not take our leadership for granted. We cannot become self-centered and unaware of tomorrow's competition.

In short, we need to re-commit. 

### About the author

*Gerald L. Baliles served as the 65th governor of Virginia. He will retire as the director of the Miller Center of Public Affairs at the University of Virginia at the end of the year.*

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PS Form 3526, July 2014 (Page 2 of 4)				



## Virginia Mayors Institute



### A learning experience ...

Participants in the Virginia Mayors Institute preceding the VML Annual Conference in Roanoke included (clockwise from top right) Lisa Merkel, mayor of Herndon; Kenny Wright, mayor of Portsmouth; Laurie DiRocco, mayor of Vienna; Jennifer Baker, vice mayor of Herndon; Dan Callaghan, city attorney of Roanoke; Catherine Brillhart, mayor of Bristol; Brad King, an attorney with the firm of Sands Anderson; Jeremy McCleary, mayor of Woodstock; and Bucky Miller, mayor of Mount Jackson.





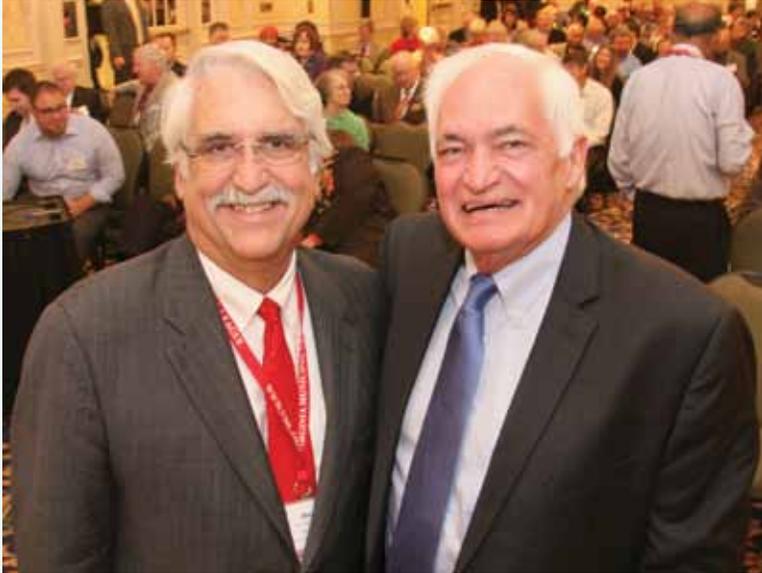
## Doing business ...

Among those conducting business in the Exhibit Hall were (from top right) Sheryl Dallas, a vice president with Springsted; Pat Luce, government contracts manager with Waste Industries; Laura Grosvenor, relationship specialist with SunTrust; Jack Miller, Advantus Strategies; Linda Smith, director of business development with PMA Architecture, and Peter Stephenson, town manager of Smithfield; Jon Mills, account representative with FacilityDude; Tracy Neston, municipal services manager with Republic Services; and Robin Marshall (top left), marketing and business development coordinator, Hughes Associates Architects & Engineers.



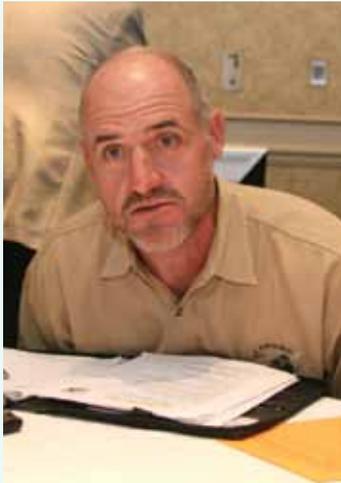
## General session participants ...

Speakers, participants and audience members at the Monday and Tuesday general sessions included (from top left) Ron Rordam, mayor of Blacksburg, and Lowell Catlett, an economist, futurist and professor at New Mexico State University; Mark Warner, U.S. senator; Ed Gillespie, U.S. Senate candidate; Nibigira Elvanie (right), a student from Patrick Henry High School in Roanoke who sang the national anthem, and Cari Gates, fine arts coordinator for Roanoke Public Schools; Pat Woodbury, a Newport News City Council member; and Bill Howell, speaker of the Virginia House of Delegates.



## Round table discussions ...

Participants in the 12 Tuesday afternoon round tables included (from top right) Jerry Stokes, procurement management account executive with the Virginia Department of General Services; Ken Heath (bow tie), executive director of Community and Economic Development for the Town of Marion; Cathy Cook, Blacksburg building official; Jaime Sajecki, black bear project leader and district biologist with the Virginia Department of Game and Inland Fisheries; Eric Monday, city attorney of Martinsville; Myra Chambers, director of alternative learning, Hampton City Schools; and Nelson Lafon, deer project coordinator, Virginia Department of Game and Inland Fisheries





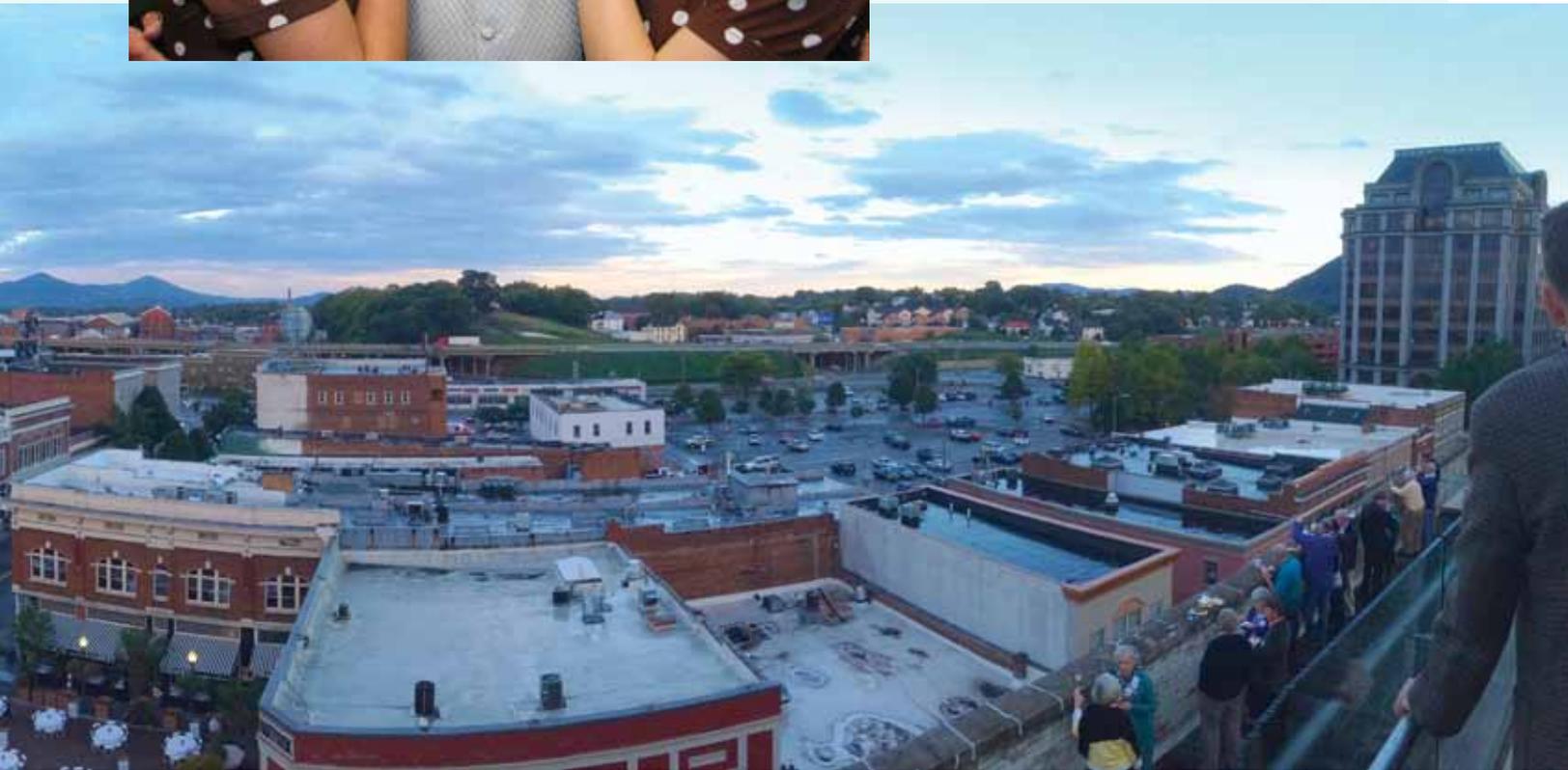
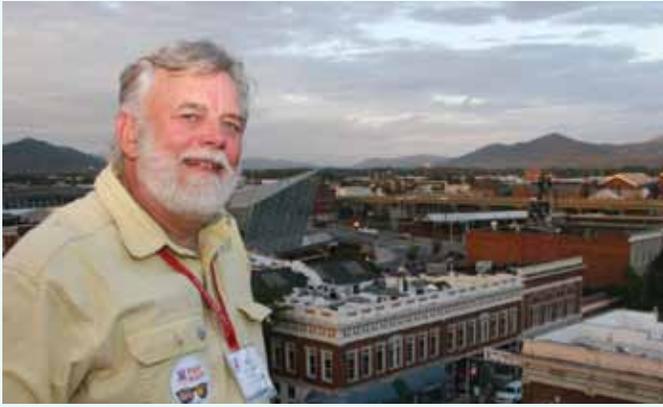
## Speakers galore ...

Speakers and participants in workshops, luncheons and a breakfast included (from top right) Preston Bryant, a senior vice president with McGuireWoods Consulting; VLGMA luncheon participants (l-r) Matt Reges, a local government management fellow for Albemarle County, Bob Stripling, professor of practice, Virginia Tech Center for Public Administration and Policy, India Adams, a local government management fellow for Albemarle County, and Cody Sexton, an information specialist with Botetourt County; Kathleen Harvey Harshberger, etiquette expert and luncheon speaker; Grace Wolfe, a council member from Herndon; Women in Local Government luncheon speaker Rita Bishop, school superintendent for the City of Roanoke (l) and Anita James Price, a council member in the City of Roanoke; NBC-LEO luncheon speaker Chris Perkins (l), Roanoke chief of police, and Horace Webb, vice mayor of Petersburg; Aaron L. Mitchell, director of the Outreach, Training and Grants Division, U.S. Department of Transportation Pipeline and Hazardous Materials Safety Administration; and Prayer Breakfast speaker Lynda McNutt Foster (center), vice president of Voltage Leadership Consulting, surrounded by former VML presidents (l-r) Earl Reynolds, Woody Harris, Turner Spencer, Ed Daley and Trent Crewe.

## A bit of fun, too ...

The City of Roanoke's Host Locality Night event was a smashing success. Those in attendance and participating included (from top left) Eden E. Freeman, city manager of Winchester; the Virginia Military Institute Pipe Band; (l-r) Mark Fenyk, town attorney in Marion, Ken Heath, executive director, Community & Economic Development, Town of Marion, and Olivia Hall-McDonald, executive director of Marion Downtown; panorama shot of downtown Roanoke on Host Locality Night; (on facing page from top left) Rod Shepherd, a council member in Mount Jackson; Market Square filled with conference attendees on Host Locality Night; enjoying the festivities following the Tuesday night closing banquet were (l-r) Katie Sheldon Hammler, a council member in Leesburg, Ron Rordam, mayor of Blacksburg, Woody Harris, a city council member in Emporia, and Manuel Timbreza, VML's assistant director of communications; and VML's outgoing president, David Helms, mayor of Marion, flanked by Serah Haley (l) and Erinn Diaz, who perform as Letters from Home and who provided entertainment at the closing banquet.







**ST. PAUL – Population under 5,000**

Accepting the VML Achievement Award for St. Paul were (l-r) Council Member Monty Salyer, Council Member Jason Kilgore, Council Member Harry Kelly, Mayor Kyle Fletcher, Treasurer Debbie Baca and Council Member Greg Bailey.



**DANVILLE – Population 35,001-90,000**

Accepting the VML Achievement Award for Danville were (l-r) Council Member James Buckner, Council Member Lee Vogler, Mayor Sherman Saunders; Council Member Larry Campbell, Vice Mayor Gary Miller and City Manager Joe King.

**PULASKI – Population 5,000-10,000**

Accepting the VML Achievement Award for Pulaski were (l-r) Council Member David Clark, Assistant to the City Manager David Quesenberry, Mayor Jeff Worrell, Council Member Lane Penn, Vice Mayor Greg East, Council Member H.M. Kidd and Council Member James Radcliffe.





**ROCKY MOUNT – President’s Award**

Accepting the VML Achievement Award for Rocky Mount were (l-r) Harvester General Manager Gary Jackson, Harvester Assistant Manager Sheila Silverstein, Council Member Jon Snead, Town Manager C. James Ervin, Mayor Steve Angle, Assistant Town Manager Mathew Hankins, Vice Mayor Gregg Walker, Council Member Robert Moyer, Council Member Ann Love, Council Member Bobby Cundiff, Council Member Billie Wayne Stockton and Jerry Greer, a former member of Town Council.



**POQUOSON – Communications Award**

Accepting the VML Achievement Award for Poquoson were (l-r) resident Angela Ward-Costello and City Manager Randy Wheeler.



**FALLS CHURCH – Population 10,001-35,000**

Accepting the VML Achievement Award for Falls Church were (l-r) City Manager Wyatt Shields, Council Member Phil Duncan and Urban Planner Loren Bruce.



**NORFOLK – Population Over 90,000**

Accepting the VML Achievement Award for Norfolk were (l-r) Deputy City Manager Ron Williams Jr., Director of Intergovernmental Relations Bryan Pennington, Council Member Mamie Johnson and Council Member Thomas Smigiel.





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