

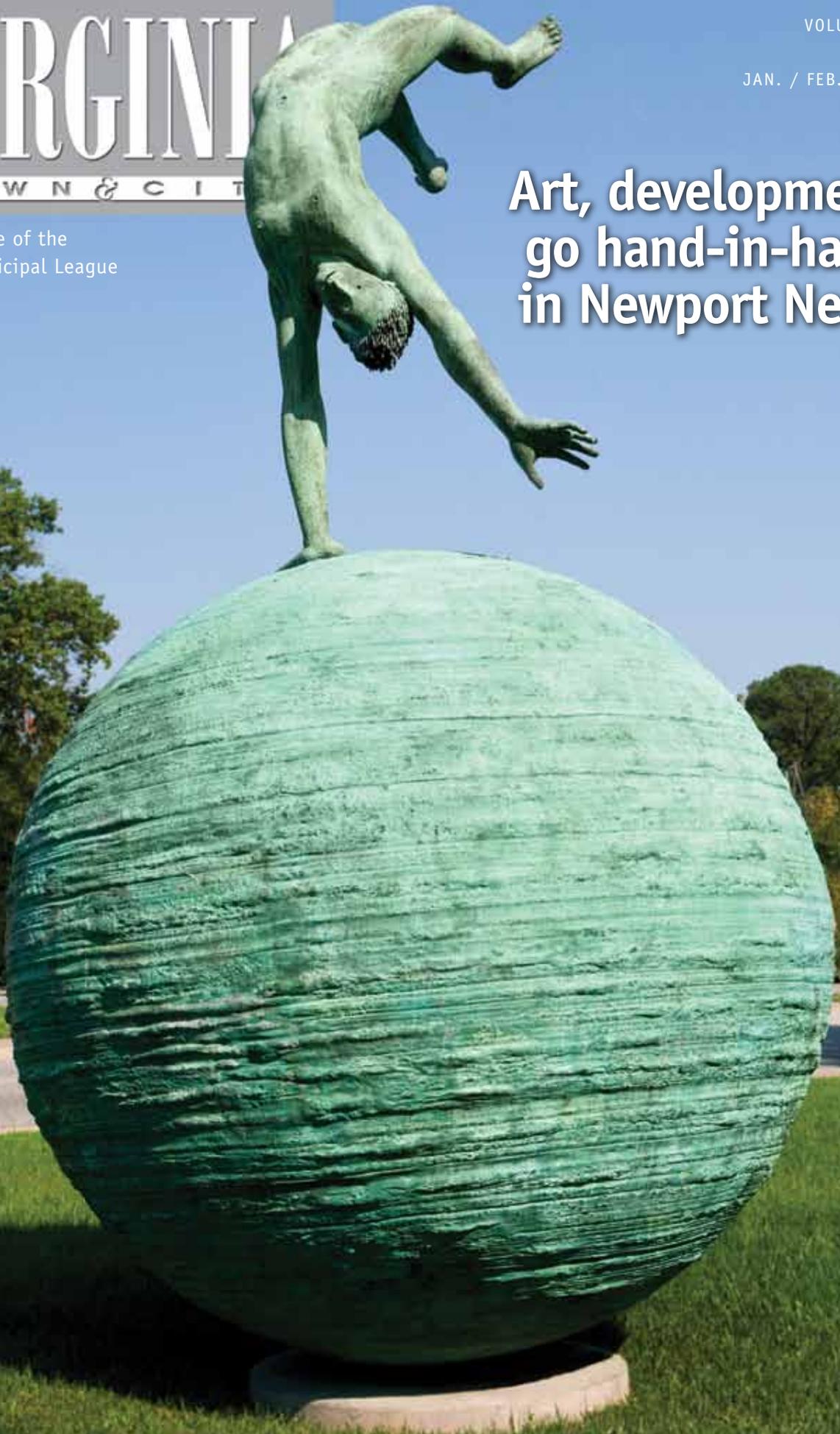
VIRGINIA

TOWN & CITY

The magazine of the
Virginia Municipal League

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Art, development go hand-in-hand in Newport News





The City of Williamsburg Fire Department is now utilizing a vehicle stabilization kit in rescues where there is a potential for vehicle shift or rollover, to allow rescuers to focus on the extrication and treatment of passengers.

The kit was purchased with support from the VML Insurance Programs (VMLIP) Risk Management Grant. Last year VMLIP distributed \$200,000 in grant funding to members for the purchase of equipment to strengthen their risk management programs.

Additional funding will be available in July, 2012.

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About the cover

The spirit of Emanuele De Reggi's Carambola is well-suited to the community in Newport News whose library it graces; the neighborhood raised the money for the sculpture. Photography by Alexander Kravets.

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Manassas makes use of its first electric car

The City of Manassas has taken an important step toward its goal of having 10 percent of its fleet comprised of “clean” vehicles by 2020. It has purchased and put into service its first electric car, which is being used by a meter technician in the Utilities Department.



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Looking good: Art and development go hand-in-hand in Newport News

Newport News has embraced the inclusion of striking public art in its economic development efforts throughout the city, including a recent installation that surprised many people on a once-blighted block of the city's Southeast Community.

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Neighbors building neighborhoods approach to revitalization takes hold in Norfolk

The City of Norfolk has rolled out a new revitalization initiative that looks at neighborhoods with a “glass half-full” philosophy that stresses the positive attributes of communities.

By Kristen Helgeson



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Henrico taps Foster as deputy manager



- Foster -

Henrico County promoted **Timothy A. Foster** to deputy county manager for Community Operations effective Jan. 28.

Foster, who served most recently as director of the Department of Public Works, succeeded **Robert K. Pinkerton**, who retired after more than 17 years in the position and 34 years with the county. In his new job, Foster will oversee the departments of Public Utilities, Public Works and Real Property, as well as the Division of Recreation and Parks.

Foster began his career with the county as an assistant traffic engineer in 1989. He later worked as traffic engineer and assistant director of public works before being appointed director of the agency in 2009.

Falls Church fills public works post



- Allan -

Falls Church appointed **Kathy Allan** as public works superintendent effective Jan. 17. Allan has worked for the city for more than five years as the solid waste programs

coordinator. During her tenure, Allan assisted the city in maintaining the highest recycling rate in the state and led efforts to switch all of the city's residential curbside solid waste collection services to a private contractor. In doing so, the city has saved more than \$100,000 annually. Allan was honored as the 2010 City Employee of the Year.

Blencowe retires as Kilmarnock clerk

Jackie Blencowe ended a 25-year career with the Town of Kilmarnock when she retired Jan. 31.

Blencowe, who was appointed clerk in 1988, served under four



- Blencowe -

mayors and six different town managers during her tenure. In addition to the traditional duties of a municipal clerk, she was the primary bookkeeper for the town's utility department, supervising billing and collections for more than a thousand water and sewer customers.

Blencowe's assistant, **Cindy Balderson**, has been appointed acting town clerk.

Richmond council names chief of staff



- Ali -

Richmond City Council has chosen **Lou Brown Ali** as its chief of staff to oversee council offices and staff, public information and the council's role in adopting the city

budget.

Prior to her appointment, Ali served four months as the interim council chief of staff, a role she served concurrently with her duties as Richmond city clerk, a position she held for nearly five years. Ali has more than 25 years of state and local government and nonprofit experience.

Buena Vista names Scudder manager

Longtime local government administrator **Jay Scudder** is the new city manager of Buena Vista.

Scudder has nearly 23 years of experience in Virginia local government, including tenures as the county administrator in Patrick and Fluvanna. He grew up in and around Lynchburg and Bedford and graduated from James Madison University.

Amherst County taps Monday administrator

Amherst County hired Martinsville City Manager **Clarence Monday** as its new county administrator recently. Monday, who has worked in local

government since 1984, served as city manager in Martinsville since 2007. He had worked for the city since 1996.

Before becoming city manager, Monday was the fire / emergency medical services chief, after serving seven years as deputy fire chief. He worked for Henry County from 1984-1996 as the EMS coordinator and as a deputy sheriff.

DeWitt elected to development board



Michele Mixner DeWitt, the City of Williamsburg's economic development director, was elected secretary of the Board of Directors of the Virginia Economic Develop-

ment Association (VEDA) in December. DeWitt joined the Williamsburg staff as the city's first economic development director in 2005. Before coming to Williamsburg, she was the first economic development director for the Town of West Point and has held other positions managing economic development programs at the state and regional levels.

Also elected to the 2012 Board of Directors were **Patrick E.W. Barker**, president, Winchester-Fredrick County Economic Development Commission; **Ann Blair Miller**, vice president, Roanoke Regional Partnership; **Robert Kent Hill**, Dominion Virginia Power, treasurer; **Alan Hawthorne**, immediate past president, Joint IDA of Wythe County.

Ramey to manage City of Norton



Assistant City Manager **Fred Ramey** will take over as city manager in Norton when **Ernie Ward** retires effective on April 1.

Ramey, who has worked for the city for 23 years, began his career in 1988 when Ward hired him the new



- Ward -

position of planning coordinator. Ward began working for Norton as finance director in 1982 and became city manager in July 1988.

Abingdon taps Garrett as assistant manager



- Jackson -

Garrett Jackson was promoted to the newly-created position of assistant town manager in Abingdon effective Jan. 3. Jackson has served as the planning director and zoning administrator since 2005, overseeing zoning, preservation and community development. He will continue in that role. Prior to 2005, he served two years as assistant town planner.

Prior to his tenure with Abingdon, Jackson served as a public administration specialist and regional planner at the Mount Rogers Planning District Commission (MRPDC) from 1999-2003. He also served as an adjunct professor of cultural geography at Southwest Virginia Community College from 2001-2008.

deButts set to retire in Loudoun County



- deButts -

Candice deButts, who has served as deputy county administrator in Loudoun since 2001, is retiring effective March 30.

deButts began her service with the county in 1978 in the Department of Mental Health / Mental Retardation, and was later appointed director of mental retardation services. She served as chief of management analysis before being named director of management services in 1992. In that position, she was responsible for the budget, purchasing and human

resources functions within the county government.

As deputy county administrator, deButts has provided oversight to the departments of Family Services, Parks, Recreation & Community Services, Mental Health, Substance Abuse & Developmental Services, Community Corrections, and Animal Services.

Loudoun names Green HR officer



- Green -

Loudoun County's new human resources officer is **Jeanette Green**, an attorney with 10 years of HR and legal experience.

Prior to accepting the post in Loudoun, Green served most recently as employee and labor relations manager with the Osceola County Government in Kissimmee, Fla. She also has served as the employee relations and workforce planning manager with the Hillsborough County Government in Tampa, Fla. She began her HR career in the private sector as a manager and associate general counsel with Modern Business Associates, Inc. in St. Petersburg, Fla.

Loope named to development board

Jill Loope, acting director of economic development for Roanoke County, will serve as the Mid-Atlantic regional director of the Southern Economic Development Council (SEDC), a position that entitles her to serve on SEDC's Board of Directors for 2012.

Loope also serves as the state director for Virginia. SEDC is an 830-plus member, non-profit organization comprised of industrial and economic developers from 17 states. It strives to promote and enhance the economic development profession.

Franklin picks Martin as city manager

Franklin City Council hired Morehead City, N.C., Manager **Randy Martin** to serve as the western Tidewater city's next city manager. Martin began work Feb. 21. He will replace **June Fleming**, who is retiring.

Martin began his career in municipal government in 1977 and served as Morehead City's manager since 1995, according to published accounts of his hiring. He previously served as city manager for King in Stokes County, N.C., for 11 years. Before that, he served five years as a community planner for the state and in various capacities with Stokes County government for two years.

Covington names Cannon city manager

The City of Covington has hired a veteran local government administrator from Kentucky to serve as city manager.

Bill Ed Cannon, who served most recently as city manager of Corbin, Ky., for 12 years, succeeded **John Doane** effective Jan. 1. Doane retired. Cannon has served on the Kentucky League of Cities Board of Directors and its Executive Committee.

Falls Church fills communications post



Susan Fuller Finarelli took over as director of communications for the City of Falls Church on Jan. 2. Finarelli served for most of the past year as a communications specialist for the city. She replaced **Barbara Gordon**, who retired after 18 years in Falls Church.

Finarelli has 12 years of experience in the communications field working for associations, digital publishers and non-profit organizations.

Hampton names Reyes public works director



- Reyes -

The City of Hampton has named a retired Army colonel as its director of public works.

Anthony Reyes, the former garrison commander of Fort Monroe, took over the city department on Jan. 3.

Reyes has experience in budgets, capital projects, strategic planning, policy and personnel. As garrison commander, Reyes managed projects in utilities, civil engineering, streets, water systems, infrastructure and recreational and health facilities.

Reyes was stationed at Fort Monroe in 2008, three years after the announcement that the fort would be closed through the Base Realignment and Closure (BRAC) process. He

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developed and executed the plan to transition the post to civilian control, which took place in September. As part of the process, Reyes managed transference of services to other installations, placement of staff and execution of BRAC environmental projects. He successfully transferred the installation on time and under budget.

Charlottesville fills development position



The City of Charlottesville promoted **Chris J. Engel** to economic development director effective Feb. 1. Engel, who has worked for the city since 2005, served most recently as assistant economic development director.

His current leadership roles include: chair of the Charlottesville Albemarle Convention and Visitors Bureau, and board positions with the Thomas Jefferson Partnership for Economic Development and Charlottesville Business Innovation Council.

Fisette to lead transportation panel



Arlington County Board Member **Jay Fisette** has been elected chairman of the Northern Virginia Transportation Commission (NVTC), a key transportation advocacy group in that part of the state.

Fisette was elected in early January to a one-year term as chairman of the 20-member Board of Directors. With an annual budget of \$1.2 million, NVTC serves as a regional policy forum and allocates up to \$200 million annually in federal, state and regional transit assistance among its member jurisdictions. The organization co-owns the Virginia Railway Express and appoints Virginia's two

principal and two alternate members to the Metro Board of Directors.

Falls Church fills technology post

Jamal Matthews has been appointed the chief technology officer (CTO) for the City of Falls Church. Since 2008, Matthews has served as operations manager and senior network engineer for IntelliDyne, the city's information technology (IT) service provider. As the manager assigned to the city contract, he has overseen daily operations of all IT functions for Falls Church.

Matthews has more than 20 years of specialized experience in the IT industry, ranging from end-user support, project management, and team leadership, to infrastructure design and support. As the CTO, he will manage the city's general government network, systems, desktop and data processing functions and ensure integration and coordination with school systems.

Arlington PD names Sternbeck PIO



The Arlington County Police Department appointed **Dustin Sternbeck** as public information officer recently.

Sternbeck began his public safety career with the Loudoun County Department of Fire, Rescue and Emergency Management in 2005. While there, he worked in the Operations Division and was later promoted to serve as the first uniformed Public Information Officer with Loudoun County.

More recently, he served as the Public Information Officer for Northern Virginia Community College (NOVA) and as the crisis communication officer for the NOVA Police Department. The previous PIO, Detective **Crystal Nosal**, will

return to the Patrol Division of the Operations Section.

Falls Church fills customer service post

Shawn Addison was promoted to the position of utilities customer service manager recently. She had served as acting customer service manager for about six months.

Addison has more than 10 years of customer service and management experience.

Cauthen to lead development group



The Thomas Jefferson Partnership for Economic Development, a public-private operation that creates job opportunities in the greater Charlottesville region, named

Helen M. Cauthen as president effective Feb. 1.

Cauthen has more than 25 years of experience in economic development and government relations, with special expertise in cluster-based strategies for economic development, workforce development, business retention and expansion, regional economic development, strategic planning, fund raising and constituent relations.

She served most recently as the president and CEO of Team Volusia Economic Development Corporation in Daytona Beach. Prior to working in Florida, she served for eight years as the vice president of the Greensboro Economic Development Alliance in North Carolina.

Have news about personnel in your city, town or county government? Send information to David Parsons via e-mail at dparsons@vml.org.

Suffolk honored for building design

THE NOVEMBER ISSUE of *Fire Chief Magazine* included the King's Fork Public Safety Center in Suffolk in a story featuring the winners of its 2011 Station Style Design Awards. The building's design was judged as "Career Notable."

Officially opened in late 2010, the center is home to Suffolk Fire & Rescue Headquarters and is known as Station No. 6. The 26,000-square-foot facility houses a 12,500-square-foot fire station, in addition to administrative offices, an emergency operations center and a backup E-911 center.

The fire station features three extended-length drive-through apparatus bays, 18 individual bunkrooms, a fitness center, a decontamination area, a sunlit day room and a commercial kitchen. Traditional locker room/shower areas are designed as individual shower rooms and the turn-out gear room features 54 personal lockers.

The new administrative wing is connected to the station by a central core that houses the Emergency Operations Center, back-up E-911 and the Suffolk Fire Department Museum, which showcases station memorabilia. The memorabilia include a fully restored 1927 American LaFrance Metropolitan fire truck that was

once used by the department and two fire bells dating from the early 1900s.

As Suffolk's all-department communications center in the event of a weather emergency, the facility is also designed with projectile-resistant window glazing, Category II hurricane wind-loading protection, tear-off resistant roofing and an emergency helipad.

RRMM Architects of Chesapeake was the architect of record and Tecton Architects of Hartford, Conn., was the design consultant. 



The new facility includes a fire station, administrative offices and an emergency operations center.

Chesapeake drops garage sale permit

The City of **Chesapeake** has dropped its \$5 garage sale permit fee. City Council took the action in December effective Jan. 1 at the request of Commissioner of Revenue Ray Conner.

"In 2010, my office issued 2,621 garage sale permits, totaling \$13,105 in revenue," Conner said. "While I am well aware of the current fiscal realities, it certainly seems that the staff time used for such a small intake can be better prioritized elsewhere in the Commissioner's office. This, along with a desire to make things simpler for our citizens, drove my decision to seek this change."

While the permit and fee requirements have been rescinded, other facets of the ordinance remain unchanged. These include restrictions on the number of sales per calendar year (two total per address) and the duration of a single sale (not more than three consecutive days).

Herndon Parks & Rec wins re-accreditation

The Town of **Herndon's** Parks & Recreation Department was awarded re-accreditation from the Commission for Accreditation of Parks and Recreation Agencies (CAPRA), an independent body sanctioned by the National Park and Recreation Association (NPRA) and the American Academy for Park and Recreation Administration.

This qualifies Herndon as one of 97 nationally-accredited agencies and one of only six in Virginia. There are more than 10,000 recreation agencies in the United States. This honor was announced at the NPRA Annual Congress in Atlanta in November, 2011.

CAPRA recognizes park and recreation agencies for excellence in operation and service. Accreditation lasts for five years and Herndon Parks & Recreation first achieved this honor in 2006.

Softball association recognizes Loudoun

The Amateur Softball Association of America honored the **Loudoun County** Department of Parks Recreation and Community Services in November for serving as host for two of the highest rated softball tournaments in the country in 2011.

The ASA, the national governing body of softball in the United States, presented the county with its prestigious James Farrell Award of Excellence during an awards luncheon in Myrtle Beach, S.C. Loudoun was host for the Girls 14U Class A and 18U Gold Eastern Fastpitch Nationals in August.

Localities are judged on the quality of the event, staff, facilities, hotels and tournament direction and organization. To attain the Farrell Award, host localities must receive an overall rating of 95 percent. Loudoun received a score of 99 percent for the 14U Eastern Nationals and 98 percent for the 18U Gold Eastern Fastpitch tournament.

ELSEWHERE ...

Fitch Ratings recently affirmed **Roanoke County's** "AA+" bond rating with a stable outlook. The rating reflects the county's consistently good economic growth, as well as its sound financial practices and policies. The county maintains a "Aa1" rating with Moody's and AA+ with S&P. ... The **Loudoun County** Health Department has received national recognition for its ability to respond to public

health emergencies. The department met the comprehensive preparedness benchmarks required by Project Public Health Ready, a partnership between the National Association of County and City Health Officials and the Centers for Disease Control and Prevention. ... *Shop Local*, a campaign to encourage **Falls Church** residents to support retailers, restaurants and other businesses in the community by spending money locally, received a grant for \$1,000 recently from the

Falls Church Economic Development Authority Board of Directors. The grant will be used to promote and publicize the campaign with a street banner and educational materials produced by the Falls Church Chamber of Commerce. ... The City of **Richmond** broke ground Jan. 26 on a new Huguenot High School. The school will be the first new high school constructed in the city in more than 40 years. ...

Manassas makes use of its first electric car

ACHEVROLET VOLT – the City of Manassas' first electric car – is being put into daily field use by a Utilities Department meter technician. The meter technician's job is completing service requests by utility customers for connects, disconnects and transfers, as well as other metering functions. The meter technician used to work out of a Ford F-150, filling up on gas weekly to complete work assignments. The Chevy Volt requires a nightly charge and fill-up of its 10-gallon gas tank once a month – if that.

"We're very excited to have it in our fleet of vehicles," said Beth Eiserman, meter services

supervisor, whose only concern is loading and unloading tools, meters and equipment from the smaller vehicle.

"The cost savings in fuel consumption is worth any adjustments."

Mike Morgan, a vehicle maintenance technician in the city's award-winning vehicle maintenance facility, which handles 450 vehicles and equipment (including 68 school buses), installed the Chevy Volt's emergency lighting and radio equipment in January and was getting ready to add the finishing touches.

"This is a dedicated electric vehicle, meaning it will run until it needs a charge, up to 40 miles of travel, and then it will switch over to the gasoline engine," Morgan explained. That is in contrast to the Ford Escape

hybrids Morgan is putting on the road for the Manassas City Police Department. Hybrids switch between the battery and the gas tank at the same time.

"The main advantage of the electric car is the fuel economy and the environmental impact," Morgan said.

"The Chevy Volt scores a number 10 on fuel economy in greenhouse gas ratings. It gets 37 miles per gallon on gas, and 94 miles per gallon electric equivalent. That's impressive."

The City of Manassas continues to search for new ways to provide the same or improved level of service with fewer negative effects on the environment.

In 2012 the city is scheduled to install five charging stations

for electric vehicles such as the Nissan Leaf or Chevy Volt throughout the city – part of a federal grant award the city received from ChargePoint America, a U.S. Department of Energy program through the American Recovery and Reinvestment Act (ARRA).

The purchase of the electric vehicle is contributing toward the city's Clean Fleet goal of 10 percent by 2020. Currently, the city has 3 percent Clean Vehicles in its fleet.

To learn more about City of Manassas Utilities, read the February 2012 Utility Connection newsletter on the city website at www.manassascity.org.

For more information, contact Mike Moon, director of public works/utilities, at 703-257-8351. 

PHOTO BY CHRISTIAN WATKINS



The Chevy Volt gets 94 mpg electric equivalent.



Memory of Green evokes sculptor Masaru Bando's childhood memory of feeling swept up in a tender embrace when spring's warmth returned after harsh winters. Photography by Alexander Kravets

LOOKING GOOD

Art and development go hand-in-hand in Newport News

WHEN THE TRUCK from Chicago pulled up to the corner of 31st Street and Jefferson Avenue in Newport News at 8 a.m. on Aug. 1, 2011, a crane wasn't the only thing waiting. Some

Build a Dream.

They were intrigued by what they saw: On an empty block, massive pieces of steel, some shaped like flights of steps and some like flights of fancy, were dan-

By **CAROL CAPO**

you typically find public art. It's on the corner of a block that is vacant because its blighted buildings were razed to make way for a new mixed-use project. It is in a part of the city badly in need of development – and dreams.

Allocating scarce resources is a challenge in every municipality, and Newport News is no exception. Some residents of the Southeast Community believe that other parts of town have gotten more – more attention, more money, more improvements. They are correct that the city's economic development strategy has focused largely on midtown – because that is, other than Newport News Shipyard, its main economic locomotive.

Midtown's raw land and residential and commercial mix lure more private development than the older, densely developed southern end of town, and that open land has made it possible for the city to manage growth with an approach that combines strategic public investment with land use policies and priorities that make for an appealing environment, with landscaped medians, wooded set backs and well-controlled density.

The Southeast Community languished as money and jobs moved north in Newport News, along with many of the middle-class residents and businesses that had long been the backbone of what used to be called the East End.

The project that will grow up around *Build a Dream* is part of an ambitious initiative to reinvigorate that area. It includes strategic re-use of waterfront assets and efforts to diversify the housing mix and build a base to support retail and employment. Revitalization of the once-thriving commercial corridor along Jefferson Avenue was launched when the city helped one of that corridor's stalwarts, Kramer Tire, move a few blocks, adding an appealing new building to



Sculptor Inger Sannes says that *Elements*, which is in a traffic circle in front of Christopher Newport University, is about how education grounds students in learning and sends them into the world to discover. Photography by Alexander Kravets

residents of the nearby Southeast Community had planted their chairs across the street. They knew what the truck was bringing – a work of art by sculptor Richard Hunt – and they were determined to witness its arrival in their city.

The chairs moved from time to time, following the shade in a brutally hot week, but they were there every day. On Saturday, their occupants moved across the street to watch Mayor McKinley Price and the City Council cut the ribbon around the latest addition to the neighborhood and to the city's impressive collection of sculpture. At the ceremony, they were joined by some of the stream of people who had, over the course of the week, stopped by the worksite as Hunt installed the creation he calls

gling off cranes and swarmed by men in welding helmets. When observers learned what was going on, they were impressed.

Some were wowed by the stature of the man behind the dream. Hunt has been a big name in American art since 1971 when, at the age of 35, he was the first African American sculptor to have a major solo exhibition at the Museum of Modern Art in New York. Some were impressed by the art itself, especially when Hunt or someone from the city or the Newport News Public Art Foundation answered their questions about “What is it?” and “What does it mean?”

Many were impressed by what they saw as a symbol of the city's commitment to their part of town. *Build a Dream* isn't in the kind of place

What public art does for a community

WE EXPECT TO FIND great art in great cities. From ancient Athens, where the Parthenon's designers paid tribute to the goddess Athena, to Washington, D.C., where a new nation honored its heroes in stone, to the ever-changing pageant in modern-day Chicago and New York, one of the things that gives beautiful, lively cities their beauty and life is art on display in streets, squares and parks.

Fortunate people don't have to travel far to enjoy quality art. Their cities and towns have made a conscious effort to incorporate it into public places, for the enjoyment of residents and visitors.

Much of that public art is sculpture. There is something in humans, it seems, that needs and wants to live with art in three dimensions. It memorializes what we think is important, it lifts our spirits, it centers our civic life, it makes our world more beautiful.

Public art does many things for a city:

- It inspires pride.
- It marks special places and adds a note of distinction to ordinary places.

- It offers residents and visitors an always-accessible source of enjoyment.

- It gives people who would never set foot in a gallery or museum the opportunity to get close to great art, and brings it to school students who would not have a chance to see it otherwise.

- It defines a sense of place and identity and creates landmarks. Sculpture even becomes a city's icon: An arch's sweep says St. Louis, and just a glimpse of a stone obelisk tells you the setting is Washington, D.C.

A city or town isn't livable just because it has good jobs and housing, a nice mix of entertainment and recreation. It's also important to feed the spirit; the arts do that.

the street and freeing up a site large enough to accommodate a significant redevelopment project. That project is the vision of Aaron Brooks, a former NFL quarterback eager to do something for his hometown. Real estate development and construction company Armada Hoffler has signed

on as partner, and the city is creating the environment for success by burying utility lines and upgrading the streetscape. Soon, the dream will rise behind *Build a Dream*.

The inclusion of art in this undertaking says a great deal about the strategic and aesthetic sensibility of Newport News' economic development efforts. The handling of the project reveals a great deal about the how public art is done in Newport News.

First, there is the caliber of the artist. The sculptors whose work has been brought to the city by the Public Art Foundation are, like Hunt, internation-

Every day, more than 50,000 people drive past *Spring Breeze*, by Virginia native Rodney Carroll. Photography by Alexander Kravets



Sculptor Richard Hunt explained his piece *Build a Dream* this way: "The community is rebuilding, and the sculpture will suggest something being built." Photography by Alexander Kravets



ally respected, their work in demand by galleries, museums, collectors – and localities that commission public art. Second, the location is visible and accessible. Most of the city's public art is placed so it can be enjoyed by passersby.

Third, the community was engaged. Observers turned out to watch the installation of Hunt's piece because a systematic effort was made to inform and involve the people who would live around it. Early in the process, Hunt was brought to Newport News to meet with key constituencies. In February 2011, a community event at a church across the street from the site introduced the project and the



Sculptor Richard Hunt (r) chats with Newport News developer Bobby Freeman about his creation during a community event for residents in February 2011. Photograph by Buddy Norris

sculptor. The city publicized the event on its cable channel in a professionally produced special.

As the dedication neared, the net was cast more widely. Southeast Community churches were encouraged to invite their congregations to take part and supplied with invitations for their bulletin boards and announcements. Children from a Boys & Girls Club and a church program were brought to the site, a rare opportunity to see a world-class artist at work.

To help the sculpture's neighbors enjoy it, handouts are distributed to community centers, churches and other resources that reach many residents. *Build a Dream* is included on the Public Arts Foundation's audio tour, which invites people to take a "personal tour" of the art by calling a phone number and listening to recordings of the artists talking about their work. It is featured in outreach and educational tools being devel-

oped, including a driving-tour map, a website with an interactive tour, and materials for K-12 classes.

Finally, the piece is carefully tailored to its site and purpose. In his work, Hunt referenced its context and the development it anchors. The massive base is strong and stable, with steps that climb. Above it are sweeping forms, also reaching up, becoming increasingly complex and beautiful. The burnished surface catches and plays the light. Infused with movement and aspiration, Hunt's work is the perfect complement to the energy and optimism of the long-delayed dream taking shape on Jefferson Avenue. The message – that if we build on a solid foundation, we can accomplish amazing things – has prompted teachers and grandparents to bring children to see the sculpture and learn about its maker.

This same attention to site and purpose is evident in other art in

Newport News. An airport is a fitting place for the soaring lines of *Izar*, a spectacular piece that tells newly arrived visitors – and reminds returning residents – that this is a community that takes quality of life seriously. Because of the airport's significance to the city's economic life, the city was a partner in the project.

Further south, in front of the Main Street library, is the spirited *Carambola*, by Italian sculptor Emanuele De Reggi. In this neighborhood setting, a figurative style is appropriate and so was the funding mechanism: the money was raised from nearby residents.

A new entrance for the city's largest hospital called for a sculpture. And it is the perfect place for *Spirit of Life*, funded by Riverside Regional Medical Center and a member of its medical staff. Sculptor Helaine Blumenfeld explains that people find many levels of meaning in this work:



The simple treatment of traditional stone conveys a sense of dignity in Harry Gordon's *Lenape Gate*, a reference to the Native American Lenape people. Photography by Alexander Kravets

“Some see it as an angel with its wings spread open, others as a tree of life, while some view it as hands reaching out in hope. But everyone recognizes that this sculpture is about the healing power of beauty, of hope and of creation and, above all, about ‘The Spirit of Life.’”

A monumental polished gear, *Reinvented*, marks a major intersection in midtown’s industrial and commercial complex, Oyster Point. Appropriately, funds were provided by the developer of the building whose entrance it marks. A nearby traffic circle will soon feature a stunning piece of two hands that its creator, Gunther Stilling, calls *Handshake* – a fitting motif for what has become the Peninsula’s central business district. Here, too, funding follows function: The city encouraged the developer of the adjacent City Center mixed-use complex to set aside money for art, and the balance is being raised from Oyster Point businesses.

Build a Dream is the 14th installation by the Newport News Public Art

Foundation. It grew out of developer Bobby Freeman’s experience commissioning sculpture for his office complex in Oyster Point and award-winning New Urbanism community, Port Warwick. Encouraged by the response, he has become the main cheerleader, fundraiser and curator of a project that keeps growing as more art stimulates more interest.

City Council member Patricia Woodbury says, “I believe that public art feeds the soul of a city and its citizens. We are fortunate to have a dedicated and energized Public Art Foundation that is responsible for bringing works by internationally acclaimed sculptors to grace the city of Newport News. I consider them a huge economic advantage when individuals or businesses are

considering location or relocation.”

Another dozen projects are in the works, and more will follow them, expanding the impact and reach of the beautiful, permanent and distinctive asset that is Newport News’ public art.

About the author

Carol Capó is executive director of the Newport News Public Art Foundation.

Precise and polished, *Reinvented* by Rob Lorenson is just right for the Oyster Point industrial and commerce park. Photography by Alexander Kravets.



“I believe that public art is an integral part of our community. It not only adds to the aesthetics and character of our city, it expresses civic pride, affirms an educational environment, and enriches the quality of life for our citizens. By bringing art

outside of traditional museums and galleries, public art creates a museum without walls, and provides our citizens with greater access to cultural amenities.”

Newport News Mayor
McKinley L. Price



Izar by Bruce White impresses visitors who arrive at the Newport News/Williamsburg International Airport and reminds returning residents that theirs is a distinctive city. Photography by Alexander Kravets



Neighbors Building Neighborhoods approach to revitalization takes hold in Norfolk

EDITOR'S NOTE: *This is the first in a series of stories that will appear in Virginia Town & City during 2012 about Norfolk's Neighbors Building Neighborhoods initiative.*

THE CITY OF Norfolk has rolled out a new initiative that is looking at neighborhoods from a different perspective. Based on two effective community building models, the Healthy Neighborhoods approach and Asset-Based Community Development, Neighbors Building Neighborhoods (NBN) focuses on the positive attributes of what is working in a neighborhood, and builds upon those strengths.

Like other localities, Norfolk city government and residents find themselves all too often so focused on what is wrong, they ignore what is good. Energy and time are devoted to trying to fix the worst conditions with minimal success. Two beliefs are guiding the city government as

it focuses attention on strengthening neighborhoods: First, many of the problems that neighborhoods face cannot be solved by the city alone. And second, that by dwelling on only the negatives, neighborhoods cannot attract new investment.

“We see Neighbors Building Neighborhoods as a philosophy – the glass is half full philosophy,” says City Manager Marcus B. Jones. “By identifying what is good in a neighborhood and promoting those assets, there is a better chance to drive change. The key is that it must be resident-driven.”

NBN is founded on principals of resident ownership and participation – that only by neighbors working

together and taking responsibility of their neighborhood's issues can sustainable change occur. It creates an environment where all members of the community work together to identify and mobilize the positive attributes of the neighborhood and promote it as a great place in which to live, work and invest. Through community engagement, technical assistance and training opportunities, residents will be empowered to take a more active role in deciding what they need and want for their neighborhoods. This means that the city will lead by stepping back so that neighborhoods not only participate, but are at the helm of the community development process. It also means that the conventional approach to measuring neighborhood revitaliza-

By **KRISTEN HELGESON**



Neal George (right), chairman of the 2012 Norfolk National Night Out and a resident of Fairmount Park, pauses with his daughters before joining the 2011 Norfolk National Night Out parade in support of the Ocean View neighborhoods.



Members of the Fairmount Park Youth Civic League recruit young people during the grand opening of the renovated neighborhood Shoop Park.

ate good neighbor relations, create and encourage participation in neighborhood standards, and organize events. There is a NBN Academy that offers training, information and other educational resources to ensure the achievement of self-reliance and other expected neighborhood outcomes. Additionally, city staff is also working directly with six neighborhoods on the development and implementation of their community action plans.

The Community Action Plans (CAPS) program establishes a framework for the direction the neighborhood wants to take and how change will be implemented.

tion success is changing. Where past success has been based on outputs, NBN will be based on outcomes measuring whether the neighborhood is improving as a place where neighbors invest, attract new good neighbors, build equity and build neighborly relations.

“It is unlikely residents will attract new and active neighbors by consistently communicating the problems in the neighborhood,” says Bob Batcher, director of communications and community enrichment. “So it’s vital that residents communicate the good that is happening and tackle issues in a positive manner for effective revitalization to take place.”

The community building efforts of one Norfolk neighborhood clearly exemplifies the principals of the NBN philosophy. They embraced this approach several years ago, well before the NBN was initiated, and is being viewed as a model for other Norfolk neighborhoods. Fairmount Park was in danger of becoming the stereotypical run down, blighted, urban neighborhood. Although the city had put many resources into the

neighborhood, it was when residents came together that change really began to take place. Through self-reliance and passionate persistence, they reversed the trend. Residents created a comprehensive educational and outreach strategy to address code and curb appeal, built strong neighbor relationships through community events, and built strong partnerships with stakeholders.

“One of our most important efforts has been proactively promoting our neighborhood both to the general public and to high quality private developers,” says Taylor Gould, president of the Fairmount Park Civic League. “We have seen positive home values, neighbors investing in renovations, and new home construction despite the struggling real estate market.”

To help promote the NBN philosophy citywide, several tools have been developed that all neighborhoods can use. There are courses on creating a neighborhood communications plan and how to attract resident volunteers, along with a good neighbors’ guide that provides help on how to cre-

The process involves participants developing neighborhood profiles, establishing neighborhood values and standards, undertaking neighborhood improvement projects and identifying resources and partnerships for effective implementation. One of the CAPS neighborhoods is Campostella Heights. A neighborhood with homes primarily built before 1940, Campostella Heights has seen many programs and initiatives come and go. So not surprisingly, when Campostella Heights residents were approach by the city to see if there was an interest in participating in the pilot, they questioned how NBN was going to be different. Although residents realize that much has been done, it never seems to be enough. The days when a city government could spend substantial sums of money on an assortment of neighborhood improvements sought by residents, however, are over.

“At first I thought NBN was another typical city program just with a different name, but I soon realized it was very different,” says Bettye Potts, chair of the Campostella Heights NBN

Steering Committee. “Never before in all of my community work had I been presented with something that boils down to changing the mindset of neighbors to focus on the positives and being charged with creating our neighborhood’s own action plan.”

Another way neighborhoods can get involved in the NBN initiative is the Block-by-Block Neighborhood Improvement Grant program. This is Norfolk’s first neighborhood improvement grant program and provides up to \$2,500 through a citywide competitive process for residents to undertake projects and activities they design and implement. Neighborhoods awarded the grant will be required to match the funds by 50 percent through cash and/or quantifiable in-kind donations. The goal of the program is more than just the visible impact the projects will make, but the relationship building between neighbors, local businesses and other stakeholders.

All neighborhood grant projects, and other neighborhood activities, will be highlighted at a neighborhood summit, The Front Porch Norfolk Neighborhood Summit. This citywide event

“We see Neighbors Building Neighborhoods as a philosophy – the glass is half full philosophy. By identifying what is good in a neighborhood and promoting those assets, there is a better chance to drive change. The key is that it must be resident-driven.”

Norfolk City Manager Marcus B. Jones



planned for late fall 2012 will celebrate what makes Norfolk unique. It will provide an opportunity for residents to share ideas and learn from best practices and each other. Norfolk’s Civic Opportunity and Outstanding Leadership (C.O.O.L.) Award also will be presented at the summit.

“NBN is more than just another revitalization initiative,” city manager Jones says. “It realizes the power of resident participation and the importance in creating positive neighbor-

hood images by promoting its best qualities, increasing neighborhood standards and curb appeal, and building strong neighbor connections.”

For more information, visit www.norfolk.gov/NeighborsBuildingNeighborhoods. 

About the author

Kristen Helgeson is a public information specialist for the City of Norfolk.



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Virginia Beach commodities distribution plan showcases inter-agency collaboration

PARTICIPANTS IN THE full-scale emergency water distribution exercise in Virginia Beach last July saw firsthand what cities can accomplish with vision, determination and collaboration. The successful event tested a citywide commodities distribution plan that was the culmination of years of work and partnership to answer a fundamental public health and safety question: If the city's water supply is disrupted, how do we get drinking water (or other supplies) to our residents?

The need for emergency preparedness is clear, whether in response to a severe weather event, pandemic, or manmade disaster. When emergencies disrupt water supplies or create the need for other commodities – food, blankets, tarps, medicine – a community's ability to respond immediately with a detailed, flexible, well-rehearsed plan helps save lives, minimize suffering, and maintain order amid chaotic circumstances.

The key to success is also the core challenge – building citywide collaboration and developing a plan that is widely embraced. Emergency distribution of any commodity involves and affects emergency management, local police, schools, health and human services, and several city departments. Each has its own responsibilities and plans during an emergency which may overlap or conflict with others. Coordinating those efforts produces the best results and stretches limited resources.

The City of Virginia Beach commodities distribution plan was developed through the leadership of the Department of Public Utilities (DPU), the Department of Health, and many other partners. The first step was DPU's development of a big-picture Emergency Water Supply Plan. DPU engaged the Virginia Beach office of Michael Baker Jr., Inc., an infrastructure consulting firm that has provided on-call engineering services to the city since 1999, to



The commodities distribution plan includes 18 sites across Virginia Beach.

conduct the study. That plan recommended distribution of bottled water. Selection of 18 distribution sites and associated layout plans began in 2008. Under a follow-on task order beginning in 2010, Baker guided development of the detailed distribution plan, which evolved into a citywide strategy adaptable to any commodity.

Collaboration didn't come easily at first, even for a proactive city such as Virginia Beach with a tradition of cooperation. The initial large-group stakeholder sessions raised more issues than they solved, so Baker and DPU formed smaller working groups with key partners focused on specific aspects of the plan, weaving segmented priorities into a cohesive approach. "Gradually, as each partner realized they had a voice and that the plan had value to their organization, they became more supportive and collaborative," said Baker Program Director Beth Drylie, P.E. "In the end, vocal critics became proud advocates for the plan."

Following a series of tabletop exercises, DPU conducted a full-scale water distribution exercise in the summer of 2010. After fine-tuning the plan, it was tested again in July 2011 and worked like clockwork. To ensure its usability

in a real emergency, the plan provides a flexible framework and tools adaptable to a variety of circumstances.

"A plan like this – and the partnerships behind it – cannot happen overnight," said DPU Program Director Talmadge Piland. "But every municipality needs a plan. It may not come easily at first, but keep trying."



Contact: Beth Drylie, P.E., program director, Michael Baker Jr., Inc., Virginia Beach, VA, 757-631-5445, bdrylie@mbakercorp.com or Talmadge Piland, program director, City of Virginia Beach Department of Public Utilities, 757-385-8652, tpiland@vb.gov.

Michael Baker Jr., Inc., a VML sustaining member, provides professional engineering and consulting services for public and private sector clients worldwide. Founded in 1940, its more than 3,200 employees in more than 100 offices – including Virginia Beach, Alexandria, Falls Church, Manassas, and Richmond – provide planning, engineering, environmental, construction, and asset management services that span the complete life cycle of infrastructure projects. Visit www.mbakercorp.com.

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

Because of the number of requests it receives to publish job advertisements, VML reduces the length of the position descriptions in Update. A full version of the entire job listings published here for the past two months appears on VML's Web site at www.vml.org. Visit the VML site and click on "Marketplace" to read the complete descriptions.

Park Supervisor, Gloucester County

SALARY: \$33,747-\$37,000 hiring range DOQ/DOE (+) benefits. Supervises activities of all full and part-time staff in the day-to-day operation, maintenance and patrol of park. Reqs. relevant bachelor's degree and min. 3 yrs. exper. in park operations and maintenance work, including 1 yr. supervisory exper.; or any equiv. comb. of training and exper. Prefer certifications or training in turf management and/or landscaping. Must have and maintain CPR and first aid certification. Submit cover letter and resume, including salary history, with the online application. For additional information and to apply online, visit www.gloucesterva.jobs Deadline: March 4. EOE.

Domestic Violence Prosecutor (Part-time), Gloucester County

SALARY: \$2,500/month (\$30,000/annually). This is a part-time, 20-hour-per-week grant funded position with no benefits. Represent commonwealth in assigned criminal matters, particularly those involving domestic violence, sexual assault and stalking; conducts special investigations and provides legal advice to law enforcement personnel regarding investigations. Reqs. graduation from accredited law school and min. 3 yrs. practice exper. Must be active member of Va. State Bar. For additional info and to apply online, visit: www.gloucesterva.jobs. A cover letter, current writing sample and resume including salary history must be submitted with the online application. Deadline: Feb. 29. EOE.

Town Attorney, Purcellville

SALARY: Negotiable DOQ/DOE (+) benefits. (pop. 7,730) FT. Provide day-to-day strategic guidance to the mayor, Town Council, town manager and town departments on all legal matters. Reqs. degree from accredited law school; must be member in good standing of Va. State Bar; min. 10 yrs. progressively responsible exper. in practice of law, preferably including work for local govt. Submit application and resume, including salary information,

to: Cathy Owens, Human Resources Manager, 221 S. Nursery Ave., Purcellville, VA 20132. For an application, visit www.purcellvilleva.gov or www.purcellvillejobs.com. Deadline: March 16. EOE.

County Attorney, Orange

SALARY: Negotiable DOQ/DOE (+) benefits, including VRS. (pop. 33,885) Reqs. graduation from accredited law school and admission to practice law in Va.. Prefer 5-10 yrs. increasingly responsible exper. Past local govt. exper. an important consideration. Must show broad range of exper. and knowledge of Va. law. An important consideration will be the desire of a candidate to establish county residency within a reasonable time of appointment. Complete position description and county profile available at: www.springsted.com. Submit resume with references and salary history to: John A. Anzivino, Senior Vice President, or Stephanie D. Davis, Vice President, Springsted Incorporated, 1564 E. Parham Road, Richmond, VA 23228. Contact: 804-622-6990; (Fax) 804-726-9752; richmond@springsted.com. Deadline: March 5. EOE.

Assistant Director of Economic Development, Stafford County

SALARY: Negotiable up to mid-\$90,000s DOQ/DOE (+) benefits. (pop. 128,961) Min. requirements include a relevant bachelor's degree; preferred candidates should possess a CEEd and/or professional certifications. Submit Stafford County application through county's website at <http://bit.ly/etn9SR>. Send cover letter, resume, 5 references and salary history to: John A. Anzivino, Springsted Incorporated, 1564 East Parham Road, Richmond, VA 23228, Fax: 804-726-9752, or e-mail: richmond@springsted.com. Visit www.springsted.com for complete position profile and full advertisement. Deadline: March 7. EOE.

County Executive, Fairfax

SALARY: Negotiable DOQ/DOE (+) benefits. (pop. 1 million-plus; 395 square miles; \$6.1 billion annual bldgt.; 12,000 FTEs.) Current county executive retiring. Lead a forward-thinking, full-service organization by serving as the administrative head of the government, overseeing a talented and well-qualified senior management team. Must be a confident, "hands-on," creative and innovative leader. Ideal candidate will be intuitive, perceptive and know when to lead and when to be supportive. Apply immediately. Confidential inquiries encouraged. Detailed brochure available at www.ralphandersen.com. Contact Robert Burg, Ralph Andersen & Associates, at 916-630-4900. Deadline: March 12. EOE.

Laboratory Analyst (Environmental Service Department), Culpeper

SALARY: \$43,838-\$66,934 DOQ/DOE (+) benefits. Administer the pretreatment program and serve as relief operator at wastewater treatment plant. Serves as laboratory supervisor as necessary. Reqs. any comb. of educ. and exper. equiv. to graduation from an accredited college with major course work in chemistry, biology or environmental science or related field; considerable exper. in compliance with state and federal water and wastewater regulations, the operation of a wastewater treatment plant, and analysis of water and wastewater. Application and position profile at www.culpeperva.gov or at Town Hall, 400 S. Main St., Culpeper, VA 22701. Submit applications to: Department of Human Resources or by e-mail at hr@culpeperva.gov. Open until filed. EOE.

Chief of Police, Middleburg

SALARY: Up to \$75,000 DOQ/DOE. (Pop. 673 – plus large business community and regular tourist events) Current chief retiring effective June 28. Responsible for day-to-day operation and administration of the Police Department, which includes 4 sworn officers. Answers calls for service as needed and performs all duties with highest standard of professional conduct. Ideal candidate will have exceptional small town customer service skills with hands-on exper. in community policing and community engagement. Reqs. H.S. diploma (college degree preferred); current Va. law enforcement certification; min. 3 yrs. senior administrative exper. with at least 10 yrs. uniformed police work exper. Send letter of interest with resume, salary history and supporting documentation to: Town Administrator, Town of Middleburg, P.O. Box 187, Middleburg, VA 20118-0187. Direct questions to town administrator at 540-687-5152. Open until filled. EOE

Geographic Information Systems Manager, Roanoke County

SALARY: \$53,934-\$66,886 start range (+) benefits. Serves as a member of the Department of Communications and Information Technology's leadership team responsible for the design, development and implementation of the county's GIS and related services, systems, projects and policies. Reqs. bachelor's degree in GIS, IT or related field (or equiv. comb. of educ. and exper.), along with 5 yrs. of progressively responsible management in GIS. To apply or for more info, visit www.roanokecountyva.gov. County application req'd. Deadline: March 4. EOE.

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By Bill Barnes

FAQs re: Cities. 4U & for all of us

19,492.

If you responded to the number above with, “How many municipal governments were there in the United States in 2007?” you could have won some money on the TV show “Jeopardy.” Bruce Calvin would be pleased.

Calvin is the manager of the “Cities 101” pages at the NLC website where the 19,492 figure and other basic data about the nation’s municipal governments are gathered. Over the years, he has accumulated facts in response to frequently asked questions (FAQs), questions that come to NLC and inexorably end up on Calvin’s desk.

So, he created and has maintained the Cities 101 resource: <http://bit.ly/zDzV7R>.

Much of the data come from the U.S. Census Bureau. The Census of Governments is conducted every five years. It “identifies the scope and nature of the nation’s state and local government sector; provides authoritative benchmark figures of public finance and public employment; classifies local government organizations, powers, and activities; and measures federal, state and local fiscal relationships.”

The 2007 data are online at www.census.gov; no hard copy will be printed. Unfortunately, the 2007 reports lack some of the analytic and summary tables that enhanced earlier reports.

The 2012 Census involves several questionnaires that are going out from October 2011 to October 2012. (Cities should respond so that the results are as complete as possible.) The bureau says it plans to engage potential data users about dissemination plans.

Not “Just the facts, ma’am.”

It turns out that Sgt. Joe Friday,

in the old TV series *Dragnet*, never said that exact phrase, but you get the idea. But “the facts” are not just everything that’s lying around; we get “facts” by asking questions and that’s what the Census Bureau and Cities 101 do.

In *The Idea of History*, the philosopher R.G. Collingwood explained this relationship of “facts” to questions by noting the difference between two fictitious detectives: Doyle’s Sherlock Holmes and Christie’s Hercule Poirot. Holmes collects facts (like the source of ash dropped from a cigar) as if the facts themselves can add up to something. Poirot makes “the little grey cells to function” by asking questions that elicit “facts.” He develops theories that make sense of the data. We do our best thinking like Poirot, not like Holmes or Sergeant Friday. This is rather unfair to the incomparable Holmes, but the distinction is practical, memorable and fun.

So, the Census of Governments’ data allow and stimulate people to ask more probing questions and develop more useful theories, and the answers they get stimulate even more questions. For example, the large number of municipalities may prompt the question of whether they are all the same (which, of course, they are not.) That’s how we get to know important stuff, expand our common knowledge base and frame and re-frame our assumptions.

More facts and questions

The system of local government in the United States is among the most complex in the world. The 2007 Census counted 39,044 general purpose local governments, which includes counties, municipalities and townships.

There also are 50,432 special purpose local governments, including 37,381 special districts, 13,726 independent school districts and 1,452 dependent public school systems.

The 19,492 municipal governments are established by state law. They vary widely according to quantity (Hawaii has 1; Illinois has 1,299), designation (they may be called cities, towns, boroughs, districts, plantations and villages), and incorporation requirements (Florida, for example, requires 1.5 persons per acre).

Cities 101 includes all this and more, such as rudimentary explanations of municipal structure, city elections, and city/county consolidations. There are also “factoids” such as city rankings for bike friendliness and asthma sufferers, guidelines for flying the American flag at half-mast, and the text of the Athenian Oath.

Visiting government officials from elsewhere sometimes want a “brief overview of city government in the United States.” Jim Brooks, who manages NLC’s international collaborations, deals with that request frequently. He reports that among the aspects that often elicit surprise are: municipal differences among the states; the variety of revenue sources; the high percentage of city expenditures that are raised locally; and the lack of a focus on local government at the national level.

Americans may also find the complexity a bit daunting and perhaps not at the top of their list of things to study.

All the more reason – in this era of challenges to the very idea of government itself – that people concerned about cities need to have access to and make good use of current, understandable and relevant information about municipal government and city life.



About the author

Bill Barnes, the director for emerging issues at NLC, can be contacted at barnes@nlc.org. Previous monthly columns are collected on the Emerging Issues webpage at <http://bit.ly/xYUhjZ>.



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