

# VIRGINIA T O & C I T Y

The magazine of the  
Virginia Municipal League

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Time has come  
for teleworking

City Center District  
John Marshall House  
Valentine History Center  
VCU Medical Center  
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Money Museum  
Canal Walk

## Community Development Authorities

Financing tool gains  
popularity in Virginia

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# VIRGINIA

T O W N & C I T Y

The magazine of the Virginia Municipal League



## About the cover

*Renovation and restoration of a parking garage at 7th and Marshall streets was just one piece of the \$67 million Broad Street Community Development Authority's revitalization in downtown Richmond that has helped spur another \$500 million in investment. Photo by Mark Ballogg.*

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### **Time has come for teleworking as staggering \$100 fill-ups loom**

With gas prices at record highs, driving to work everyday is becoming more and more expensive, and for some employees, a genuine hardship. Soaring gas prices, however, are only one reason to launch a telework program in your organization. So how do you get a program started or kicked into high gear? An expert from Loudoun County offers some answers.

*By Diane O'Grady*



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### **Community Development Authorities: Financing tool gaining popularity**

The use of community development authorities in Virginia is increasing in popularity as local governments and developers discover how they can help them achieve their goals faster and cheaper.

*By Jesse E. Todd Jr.*



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### **2008 VML Achievement Awards call for entries**

VML has mailed entry packets for its 2008 Achievement Awards competition. Two sets of the materials were sent to every VML local government member in early March. The information is also posted on VML's Web site.

# Time has come for teleworking as staggering \$100 fill-ups loom

By **DIANE O'GRADY**

**W**ITH GAS PRICES at record highs, driving to work every-day is becoming more and more expensive, and for some employees, a genuine hardship.

Soaring gas prices, however, are only one reason to launch a telework program in your organization. Less traffic, less pollution and happier employees are just a few of the other reasons to get your management on board. Happier employees translate into increased employee productivity and decreased absenteeism. And should a natural or manmade disaster disrupt normal operations, telework can ensure the continuity of your operations. Who wouldn't want to take advantage of these benefits? So how do you get a program started or kicked into high gear? Below are some tips from Loudoun County, with an award winning telework program.

**1. Set a goal for employee participation.** The VML Green Government Challenge goal is 20 percent participation by 2010. It's achievable if your top executive is committed. Determine your first year goal, say 10 percent, and broadcast it. Employees will see a serious commitment to implement and endorse telework from top management. It helps with the "hallway talk" in the early days, when many folks may be skeptical. Front-line supervisors need assurances that this isn't a pilot program, knowing they will get top level support, and in fact, executives are expecting them to supervise teleworkers.

**2. Engage your IT Department.** Ideally, the teleworker's location should be viewed as an extension of the office. Many organizations choose to invest in Virtual Private Network (VPN) software to enable employees to access all their work files and systems through the Internet in a secure environment. Your IT department needs to specify standards

for equipment and software and to define remote-access procedures for teleworkers. Often desktop computers are replaced with laptops as part of the standard replacement cycle in order to facilitate teleworking. Behind the scenes, IT should review current practices for data security, backup and virus protection. They should also be visible from the start in offering training on equipment and on-going support through the help-desk.

**3. Develop your telework policies and a formal telework agreement.** The policies should describe who can participate and the overall work guidelines. The agreement spells out "ground rules" of the program and the specifics of the work arrangement between an employee and his/her supervisor, including how frequently the employee will telework, tasks to be completed on telework days, and the vehicle miles saved by not driving to work. Telework can be working from home as little as one full day per month. Often employees and supervisors will start with a telework arrangement that is a couple days a month or once a week for a several months, and then assess whether it's possible for the employee to telework more frequently.

**4. Talk with each department.** Highlight the benefits and help supervisors to identify suitable employees and tasks. Look at the work, the worker and the work unit to assist supervisors in recognizing situations where dependable workers can easily and effectively do some of their work at home. Often workers have tasks that require quiet and concentration such as writing, data analysis, research, developing Web content, contacting clients by telephone or computer programming, which are ideally suited for teleworking. These are also tasks supervisors can manage



**Diane O'Grady**

for results. Recognize that work units are "teams" and look for cross-training opportunities to provide in-office back-up for teleworkers, but also coverage for planned vacations and unexpected illnesses.

**5. Provide training and support.** Get the word out about how the program works, ensuring a good home work environment, helping an employee approach his/her supervisor, getting enrolled, and getting started. Announce the program through your intranet, employee manual, newsletter and executive memo. Some employees will be eager to get started; many others will have questions and wait to learn from the experience of their co-workers. Two common myths surrounding telework are that every employee will want to telework, and most teleworkers will want to work from home every day. Neither is true. You will find that telework is not a fit for everyone, and most teleworkers have a schedule with days in the office and days at home. Provide a training session for both teleworkers and their supervisors to address equipment and tools, but also underscore the importance of pre-planning, communication, performance, teamwork and trust in making this work arrangement work well for everyone.

In Loudoun County, a broad base of support for telework developed in the two years since the program was launched. Supervisors report a 20-plus percent increase in productivity among teleworkers and teleworkers report feeling less stressed and appreciative that the county cares about their well-being. In doing so, Loudoun County is contributing to a healthier, more livable and economically strong community.

Another good resource for information and support about starting a telework program, can be found at Telework!VA ([www.teleworkva.org](http://www.teleworkva.org)).

## About the author

*Diane O'Grady is a senior management analyst in the Office of the County Administrator in Loudoun.*

# Charlottesville transit station gains LEED certification

**T**HE U.S. GREEN Building Council has awarded Charlottesville's Downtown Transit Station a Leadership in Energy and Environmental Design for New Construction (LEED-NC®) certification at the Gold level. The building is the first LEED Gold certified municipal project in the state, according to the city.

"Overall, buildings account for nearly 30 percent of greenhouse gas emissions. By designing and constructing this project to LEED® standards, the City of Charlottesville and its project team have demonstrated a strong commitment to the long-term goals of conserving energy and environmentally sustainable building practices," said Mike Mollica, the city's capital projects coordinator.

toward achieving LEED® certification for other city projects, including the new Charlottesville Transit Operations Center at Avon Street, and are excited that our first formal commitment to integrating sustainability building practices into such a visible project has been so successful."

The transit station earned the recognition for numerous design accomplishments. The building minimizes environmental impacts through site-related measures, affecting heating and cooling, energy and water use, and air quality. A "cool roof" system helps to offset the heat island effect by using materials that have high emittance and reflectance, resulting in a roof that stays cooler during peak summer temperatures, thereby reducing the building's need for "cooling energy." The transit station is designed to consume 40 percent less water than a conventional building, through landscaping, waterless urinals and hydro-powered flush valves.

BARRY HARKIN

Reduced operating costs are achieved through a geothermal heat pump system, where energy is generated by the earth's natural cycle of heating and cooling, reducing dependence on fossil fuels. Initial capital costs are recovered in about seven years, and heating costs are reduced by between 30-70 percent.

In addition to energy savings, a number of recycled materials were used in construction of the building.

The U.S. Green Building Council is the nation's leading coalition of 8,400 corporations, builders, universities, government agencies, and nonprofit organizations working together to transform the way buildings are designed, built and operated.

The project architect was WRT (Philadelphia / [www.wrt-design.com](http://www.wrt-design.com)); general contractor was Daniel & Co. Inc. (Richmond / [www.danielco.com](http://www.danielco.com)).



**Charlottesville's Downtown Transit Station.**

The LEED® Green Building Rating System™ is a nationally accepted benchmark for evaluating sustainable sites, water efficiency, energy and atmosphere efficiency, material and resource selection and indoor environmental quality.

"This huge achievement is just the beginning as the city continues to keep environmental stewardship at the forefront of efforts to be a green city, an important component of the City Council's 2025 Vision," said Kristel Riddervold, the city's environmental administrator. "We are working



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## Herndon selects 2 deputy directors

Herndon has filled the deputy director posts in two departments.

**Dana L. Singer**, a town employee for seven years who served most recently as program and project management chief, was promoted to the newly-created position of deputy director, Engineering Division, for the Department of Public Works.

**Ann Marie E. Heiser**, community services director for the City of Westfield, Mass., was appointed as deputy director of the Parks and Recreation Department. Prior to joining Westfield in 1997, Heiser held parks & recreation positions within jurisdictions in Maryland, Illinois and Pennsylvania.



## Bristol fills planning, codes post

**Sharyl F. Carter** was appointed director of community development and planning for the City of Bristol effective March 24.

Carter previously served as principal planner for the City of Kingsport, Tenn., and has more than 15 years of local government experience. She will oversee the city's planning and codes enforce-

ment activities and will play a pivotal role in economic development endeavors.

## Alexandria names library director

The Alexandria Library Board appointed **Rose T. Dawson** as director of libraries.

Dawson, who has held the position of deputy director for three years, succeeds **Patrick O'Brien**, who retired after serving as director for 15 years.

## Alexandria names communications chief

**Anthony Castrilli** was hired as director of communications for Alexandria effective May 5.

Castrilli, who has 15 years of experience as a broadcast journalist and communications professional in Northern Virginia, worked for the past nine years as executive producer of news coverage and managing editor at WUSA 9 News, the CBS affiliate in Washington.

## Loudoun contracting officer accredited

**Phillip R. Butterfass**, contracting officer for Loudoun County, has been accredited as a Certified Professional Public Buyer.

The National Institute of Gov-

ernmental Purchasing administers the program under the auspices of the Universal Public Purchasing Certification Council.

## Falls Church honors employee of the year

The Falls Church City Council recognized Library Reference Supervisor **Marshall Webster** as the City of Falls Church 2007 Employee of the Year recently.

Webster was honored for providing new and improved services at the Mary Riley Styles Public Library. In 2007, Webster created a main floor information desk; initiated and led an adult book discussion group; started a monthly library newsletter; and created Quick Page, a tool that improves research capabilities for staff and patrons. Webster was also involved in other initiatives, such as one-on-one Internet tutoring; a local history database of obituaries and death notices; and a reference tool keyed to major online sites for staff use.

*Have news about personnel in your city, town or county government? Send information to David Parsons, editor, Virginia Town & City, via e-mail at [dparsons@vtml.org](mailto:dparsons@vtml.org) or to P.O. Box 12164, Richmond, VA 23241, or fax to 804/343-3758.*

## NEWS & NOTES

## NFL QB to develop Newport News parcel

A firm headed by NFL quarterback Aaron Brooks will develop a 14-acre site in the Southeast Community of Newport News.

Brooks, a native of the city, heads Tidewater Partners Property Development Authority, which responded to a request for qualifications issued by the Newport News Economic Development Authority.

The development proposed by the Brooks partnership includes a mix of high-quality, for-sale residential and for-lease commercial development of the property, which is located along

the predominantly African-American neighborhood's traditional business district.

"It's a blessing to be able to give back to my hometown and support those who have been there for me," Brooks said. "I'm excited about the opportunity to play a role in the transformation of the Southeast Community and I hope this project will serve as a catalyst for future growth and development."

## NVRC inks global climate pact

A "Declaration of Cooperation" has been signed by the Northern

Virginia Regional Commission and metropolitan regions and areas of the United States and Europe.

The declaration emanated from the first U.S.-European Conference of Metropolitan Regional Councils, held in Alexandria April 9-12. It will support long-term cooperation between U.S. and European regional councils on the topics of climate change and sustainable energy policies.

Representatives of more than 20 U.S. and European regional councils participated in the conference, including attendees from Scotland, Germany, France, Finland, England, Turkey and The Netherlands, as well as Washington, D.C., California, Kentucky, Texas,

New York, Missouri, Georgia, Florida, Virginia and Pennsylvania.

**ELSEWHERE ...**

**Hampton** has added a streaming video component to its Web site at [www.hampton.gov](http://www.hampton.gov). Community groups and businesses will participate as sponsors, having 30- to 60-second videos created to highlight their organizations. These videos will be featured adjacent to Hampton's community videos. This service is provided to the city at no cost thanks to a program with CGI Communications, which works in partnership with the U.S. Conference of Mayors and numerous municipal leagues, including VML. ...

**Alexandria's** King Street Trolley began service April 1 transporting people in the Old Town section of the city between the King Street Metrorail Station and the Old Town waterfront. The free trolley operates seven days a week from 10 a.m. to 10 p.m. ... **Fredricksburg** is the latest city in the

state to no longer require city-issued decals to be placed on the windshields of residents' vehicles. The city will still charge a \$20 registration fee.

**Loudoun County** has received more statewide recognition for its historic preservation efforts. The Virginia Chapter of the American Planning Association awarded the 2007-2008 Planning Innovation Award to the Loudoun County Planning Department for the county's Historic Districts interactive Web site. ... The Arbor Day Foundation has named **Alexandria** a 2007 Tree City USA community in honor of the city's commitment to community forestry. ... The City of **Chesapeake** Public Works Department posted four traffic cameras live on the city's Web site recently to monitor traffic conditions at key locations in the city.

**Arlington** residents hauled a record amount of electronics, household hazardous materials and small metal items to the county's spring 2008

Environmental Collection and Recycling Event (E-CARE), making it the program's most successful event ever. ... **Chesapeake** held its first Family Project Homeless Connect Day April 24, a one-day, one-stop shop event designed to help homeless families connect with resources needed to help move toward self sufficiency.

The **Loudoun County** Government was recognized recently as a Fit-Friendly organization by the American Heart Association. ... **Falls Church** was named a 2007 Tree City USA community by The National Arbor Day Foundation.

*Have news about your city, town or county government? Send information to David Parsons, editor, Virginia Town & City, via e-mail at [dparsons@vml.org](mailto:dparsons@vml.org) or to P.O. Box 12164, Richmond, VA 23241, or fax to 804/343-3758.*



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# Community Development Authorities

Financing tool gaining popularity

**Creation of the Broad Street Community  
Development Authority in Richmond  
made improving streetscapes in  
downtown possible.**



**T**HREE WORDS ARE changing the way many localities and developers work together: Community Development Authority.

Drive by the busy Coliseum Central area of Hampton, and from Interstate 64 you'll see a vast construction site:

By **JESSE E. TODD JR.**

Peninsula Town Center, energized by \$95 million raised through a CDA.

Head west 55 miles, and I-64 will take you by another project: the Farms of New Kent, financed to the tune of \$86 million through a CDA.

And hop off the interstate at the 5<sup>th</sup> Street exit in Richmond, turn left on Broad Street, and you'll be in the heart of yet another CDA project: The \$67 million Broad Street revitalization.

Suburban. Rural. An urban core. CDAs are an equal-opportunity tool for communities, property owners and developers looking for financing in an environment that for reasons both financial and political might not be especially welcoming.

"CDAs are soaring in popularity as localities and developers realize that CDAs used properly can allow both to achieve their goals faster and cheaper," says Ken Powell, managing director of Stone & Youngberg, LLC. Powell was the lead banker for the three CDAs listed above and has been the banker in about 70 percent of the CDA bonds issued in Virginia.

By providing a higher level of public infrastructure sooner, CDAs have the power to jump start projects that under more traditional financing arrangements could drag on for years. They offer elected officials a way to bolster their communities' tax base without asking for a general tax increase to pay for the improvements. And CDAs force developers to come to the table armed with the endorsement of property owners and with a business plan sufficiently sound that when they go out in the real world, someone will be willing to lend them money in confidence that the planned project will generate sufficient revenue to repay the loan.

"It's important to understand what a CDA is," says Richmond City Council President Bill Pantele. "A CDA is a type of special tax assessment district. Those have been around for a very long time as a means of providing

enhanced services or infrastructure improvements in a defined area." CDAs, he says, offer "a bit of a refinement of a conventional business improvement district."

Hampton City Councilman Randy Gilliland puts it a little more colorfully. CDAs, he says, are special tax districts "on steroids."

One strength is in their flexibility.

Says Pantele, "You can design the fee or fees differentially. ... So a CDA is a type of special tax assessment district but instead of one size fits all it allows you to have some differences in how the fees are charged."

That's just one reason Hampton and Richmond turned to CDAs to finance critical projects. Both cities faced tough problems. For Hampton, tax revenue from one of its most important retail areas, the Coliseum Mall, was failing, because the 1970s-style enclosed mall was a dinosaur. For Richmond, the Broad Street area – what Pantele calls a "defining stretch of downtown" – was a mess.

In Hampton, City Manager Jesse Wallace says the mall owners "recognized the need to transform the property," and the decision was reached to redevelop the mall in a mixed-use, town-center concept.

But that required immense changes in infrastructure – roads, water and wastewater improvements, parking structures, parks and more.

Says Gilliland, "The expense to recreate that property would be an extraordinary challenge for the property owners."

Enter Peninsula Town Center Community Development Authority, authorized by the City Council and empowered through the state code to issue bonds to finance the public infrastructure. The bonds will be repaid using part of the revenues generated by the project: incremental tax revenues, including real estate, sales, meals and amusement taxes. In addition, there's a special assessment on sales and property within the boundaries of the authority.

But make no mistake: At a total cost of more than \$275 million, the mall's owners are investing heavily, too. As for the city, it has no obligation for the bonds issued by the CDA, and

its investment is limited to \$2 million spent demolishing a flyover.

Gilliland emphasizes what he calls the "wow" factor.

"People have to see change," he says. CDAs make the revenue stream bondable: "Boom, in one day you invest the money and have a dramatic impact."

Why didn't the city simply use more traditional methods, pumping public dollars into what's clearly a critical part of Hampton's retail and commercial heart?

Anyone familiar with Hampton politics knows that past public-private ventures and other uses of public dollars to encourage private investment have caused political firestorms. Then, too, there's simply the issue of financial limits – what the city can afford to do given its many obligations.

Even with those political and financial considerations, Gilliland says "the right business decision would be to put public dollars into it. You cannot allow it to go away."

OK, that would have been the right business decision. But what would really have happened without a CDA?

The mall, Gilliland says, would have become "a flea market."

But the CDA gave Hampton another route. There's no general tax increase to provide dollars for this massive redevelopment. Instead, the money comes from the owners *and* future tax revenue generated by businesses and residents within the district.

Whether all this works remains to be seen, but clearly the city and the owners could not settle for the status quo.

Nor could Richmond be content with allowing Broad Street to remain an eyesore. The question, Council President Pantele says, was "how to make that represent the kind of capital city we aspire to be."

Six or seven years ago, he says, "the stakeholders were struggling with how to change the landscape." And it was not a pretty landscape.

Granted, people clearly wanted to live in downtown. Significant projects were under way. But, says Pantele, "People have to feel good and secure about coming into an area." Given the grim situation with parking and



**Construction of the new Peninsula Town Center in Hampton is being financed with \$95 million raised through a CDA.**

streetscapes, Broad Street simply wasn't offering the kind of environment necessary.

But where was the money going to come from to change it?

"The challenges and demands for capital funds are very substantial and many times difficult to keep up with," says Pantele, particularly for older localities with urban infrastructure, including 100-year-old sewers and inadequate lighting and sidewalks.

Yet there was a determination that something had to be done. A \$100 million wish list was pared to \$67 million, and the Broad Street Community Development Authority went to work.

But it has not worked without raising some concerns.

Jim Johnson is the volunteer chairman of the Broad Street CDA. And as an investment banker – his firm was not involved in the Broad Street financing – he brings real expertise to his assessment of both this specific project and CDAs in general. Johnson's biggest issue about the Broad Street CDA: "I think the revenue projections were flawed from the beginning."

His criticism gets at the door to the Pandora's Box of CDAs. The flexibility they offer in ways to finance projects is both a strength and a weakness. The strengths are clear: Costs can be spread around, phased in and out, and structured so that those who get the greatest benefit pay more. But get too creative, and you invite trouble.

The state law establishing CDAs allows them to operate the infrastructure improvements they finance. For Broad Street, those improvements

included parking structures, and built into the financial assumption for repaying the bonds is revenue from parking.

"The inherent flaw in the [Broad Street] CDA is the revenue projections were overly enthusiastic,

and that has put a strain on making debt service compared to the projections," Johnson says.

Powell has a different view. He thinks the Broad Street CDA has worked well. Clearly it has transformed the area, with, Powell says, about \$500 million in new investment that came after the CDA. And he says the CDA revenue has been adequate to pay debt service every year so far.

"I understand there may be a shortfall next year," he says, "and the CDA may borrow from the city. However, with the opening of the Miller & Rhoads Hotel, the Carpenter Center and the federal courthouse, I would think there should be plenty of parking revenues available to meet debt service and pay back the city."

Richmond also went out on a limb when bond markets balked at purchasing the bonds. So the city assumed a limited liability for repayment, and in doing so, it compromised one of the attractive features of CDAs: The local governments are not on the hook for the debt issued by CDAs. Again, state law spells out that the debt of the CDA is not an obligation of the locality – unless the locality specifically takes on the burden.

**Public infrastructure for the Farms of New Kent project is being financed with \$86 million issued through a CDA.**

Pantele says Richmond leaders simply felt they had to do it to make the deal happen, because the consequences of saying "no" were too dire.

But Pantele is quick to point to the bright side. "The environment along Broad Street was clearly improved and the revitalization of that defining stretch of downtown Richmond was accelerated. And I do not think the city would have replicated those improvements without the CDA. ... I think the CDA was the right tool for the right reason at the right time."

He notes, too, that the city has received two or three increases in its bond rating during this time. He makes that point in response to questions about whether localities can have their bond ratings affected by CDA debt, never mind what the law says about local obligation for CDA debt. It's a point that Wallace and Gilliland of Hampton were both sensitive to as well.

"The concept of overlapping debt was troubling to us," says Wallace.

Local governments with strong bond ratings tout that fact because it's a sign of financial health and because, the better your bond rating, the less it costs to borrow money. But even though CDA debt might not, technically and legally, be on the books of a local government, rating agencies look at debt capacity. What is your ability to raise taxes to pay that debt?

If a CDA lays down, for example,



# Want a CDA? You must ask for it ...

**I**F YOUR IDEA of light reading is the Code of Virginia, then jump right into Title 15.2 – Counties, Cities and Towns, and head for Chapter 51, the Virginia Water and Waste Authorities Act. That’s where you’ll find the legislative nitty-gritty authorizing community development authorities and setting out their powers.

Simply put, CDAs are subdivisions of the state. They can be birthed by any city, town or county, though the delivery is a little simpler for cities than for counties and towns. But – and this is an important “but” – in all cases, CDAs can be created only upon petition by the owners “of at least 51 percent of the land area or assessed value of land” within the boundaries of the proposed authority.

If you want a CDA, you have to ask for it.

Why ask for it?

Because CDAs, through a variety of mechanisms, can raise money for a development project – or redevelopment – that might not get financing through more traditional routes, whether public, private or a public-private partnership. When the well is dry, or when there’s no well at all, a CDA can turn on the spigot.

CDAs are empowered to borrow money to pay for infrastructure and services (*see related story this page*), and then repay the money through, basically, three different mechanisms:

- Higher assessments on property owners within the CDA. For example, the tax rate on real estate in a city might be \$1.17 per \$100 of assessed value, but within the CDA, it could be \$1.27.
- Tax Increment Financing. The locality can use part or all of incremental revenues raised through a variety of taxes, including but not limited to: personal property, sales, meals and occupancy. That incremental revenue could, for example, come in part from higher tax rates for sales, meals and occupancy within the boundaries of a CDA.
- A combination of higher assessments and incremental financing. The fact that the bonds must be repaid through revenues raised within the CDA’s boundaries is a strong incentive for potential lenders, or firms that

would market the bonds, to examine a project thoroughly before agreeing. Clearly, if the projections are suspect, marketing the bonds becomes more difficult, perhaps impossible. That means the people putting together the CDA proposal have to build a strong case, one that makes sense to investors, not just members of the local governing body or planning department.

And what happens if the best laid plans go to ruin?

In the answer to that question lies another feature that makes CDAs attractive to local governments. Money borrowed by CDAs “shall not be deemed to constitute a debt, liability, or obligation of any other political subdivision, and shall not impact upon the debt capacity of any other political subdivision.”

In York County, for example, a project called the Marquis at Williamsburg used \$32 million in CDA bonds to pay for infrastructure. But the developer faced financial problems and its projects, including the Marquis, were taken over by a lender.

What’s the fallout?

Carol White, the county’s finance director, says that the obligation for the debt service transfers to any owner. “We do not see the transactions ... as having a negative impact on the CDA or the Marquis development. ... This particular CDA – and particularly the local government – is insulated from the developer’s financial difficulties.”

Every deal can be different. What if the debt service for a CDA’s bonds were not met? The lenders would have to proceed against the property owners within the CDA, because the local government has no obligation unless it specifically accepts an obligation. And that’s another incentive for lenders to be cautious in evaluating a project. They can’t rely on tax dollars to bail them out.

Granted, this can get complicated quickly. While a locality might not be legally obligated to the debt, it might feel its best interests were served by assuming the debt in case of default. Then, too, no matter how taxes are structured, there’s only so much tax capacity within a community. Higher

taxes and fees within a CDA could be a restraint on general tax increases for the entire community. Of course, some would argue that anything restraining growth in general taxes is to be welcomed.

A cautionary note: While the state code spells out how to birth a CDA, the locality specific legislation establishing revenue streams can produce wildly different offspring.

... Todd

## What can a CDA do with the money it borrows?

THE USES ARE DEFINED in the state code. CDAs are permitted to pay for public infrastructure within the boundaries of the authority. The definition of infrastructure is impressively broad, including but not limited to: roads, bridges, parking garages, curbs, sidewalks, traffic signals, storm-water management systems and street lights. And more: indoor and outdoor facilities for recreational, cultural and educational purposes, schools, fire stations and fire trucks, and security facilities.

CDAs can also provide services, such as street cleaning, garbage disposal, enhanced security, even snow removal.

Interestingly, the code specifically spells out that CDAs are allowed to finance “infrastructure and recreational facilities for age-restricted active adult communities,” subject to a minimum population requirement.

But it’s wrong to think that CDAs are limited to borrowing money to pay for projects. They may also “fund, plan, establish, acquire, construct or reconstruct, enlarge, extend, equip, operate, and maintain the infrastructure improvements enumerated in the ordinance or resolution establishing the district.”

Such language opens the door to the complexity and variety of arrangements seen in CDAs.

... Todd

## Community Development Authorities in Virginia

Locality	Development Authority	CDA bonds at issuance
Loudoun County	Dulles Town Center	\$36.56 million
Prince William County	Virginia Gateway	\$6.66 million
Prince William County	Heritage Hunt Commercial	\$10.71 million
Hanover County	Bell Creek	\$15.98 million
City of Richmond	Broad Street	\$66.74 million
Henrico County	Short Pump Town Center	\$25.49 million
Stafford County	Celebrate Virginia North	\$31 million
Prince William County	Virginia Gateway	\$7.04 million
City of Portsmouth	New Port	\$16.24 million
Stafford County	Celebrate Virginia South	\$25 million
New Kent County	The Farms of New Kent	\$85.66 million
City of Hampton	H20	\$9.44 million
City of Manassas Park	Park Center	\$12.35 million
Henrico County	Reynolds Crossing	\$14.59 million
Frederick County	Russell 150	\$21.15 million
City of Hampton	Peninsula Town Center	\$92.85 million
Henrico County	The Shops at White Oak Village	\$23.87 million
Hanover County	Lewistown	\$37.67 million
Chesterfield County	Watkins Centre	\$20 million
York County	Marquis	\$32.86 million

a 10 percent increase in taxes within its boundaries to repay bonds, well and good. But what happens if the local government feels that, for other reasons, it must impose a general tax increase across the community? That increase would, simultaneously, also push up the taxes within the CDA, possibly beyond the point of sustainability. It could, simply stated, put businesses within the CDA out of business because they couldn't afford their taxes. That, some would argue, is a restraint, a limitation on taxing capacity, and could affect bond ratings negatively.

While that may be the case, it hasn't happened in Virginia, and the counter argument is that CDAs could actually improve bond ratings by broadening and strengthening a community's tax base and attracting private investment. Pantele's point about Richmond's bond rating going up bolsters that position.

Richmond's difficulties with its CDA stem from the complexities of the financial arrangements. It's good to keep in mind that CDAs can also be relatively simple creatures.

"It's a lot easier to deal with

straight assessment districts. You can be more confident of your revenue stream," says Pantele. "Other elements are less assured."

A perfect example of what Pantele might call "a plain vanilla CDA, if a CDA can ever be plain vanilla," is The Farms of New Kent.

The \$86 million in CDA bonds will be used for public infrastructure, including road, water and wastewater improvement.

No fancy bells and whistles for this CDA. It will be a straight special assessment on property within the CDA. For residential properties, "that parcel's obligation will be paid at the time of the home sale. It's built into the upfront cost," says County Administrator John Budesky. For commercial properties, the payback is spread over time, so as not to create a disincentive for business.

New Kent, too, was concerned about the possible impact of CDA debt on the county. "We wanted to make sure we understood what position we'd be putting our government in," says Budesky.

Budesky says one benefit of the CDA is how quickly it allows the

project to get moving. And it's a big project, including a winery, vineyards, a polo complex, single-family homes and age-restricted housing.

He says all the utility infrastructure can be done at one time instead of over 10 years, which might have been the case with a traditional build-out using traditional financing. "Our residents will be less impacted over a shorter period."

The county even received \$39 million upfront to pay for utility improvements within the CDA, as well as to provide broader service throughout the county.

That is big money for a still largely rural community with an annual budget of just over \$52 million and without the tax base of some of its neighbors.

The right tool at the right time for the right reason?

Perhaps so.

"CDAs are a terrific vehicle, particularly for redevelopment without hammering your bond rating or debt capacity," says Gilliland of Hampton.

Pantele, of Richmond, appreciates flexibility in economic design, but acknowledges "that flexibility can also cause problems."

Johnson, chairman of the Broad Street CDA, has words of praise despite his concern over how the Richmond deal was structured. "The creation of a CDA can have beneficial results for the financial strength of a locality. CDAs are a great financial mechanism for localities for the right projects if they are structured properly. They allow municipalities to find other ways to bring in development without raising taxes for everyone. I'm going to have those people pay for their own improvements."

Would Pantele go for a CDA in the future?

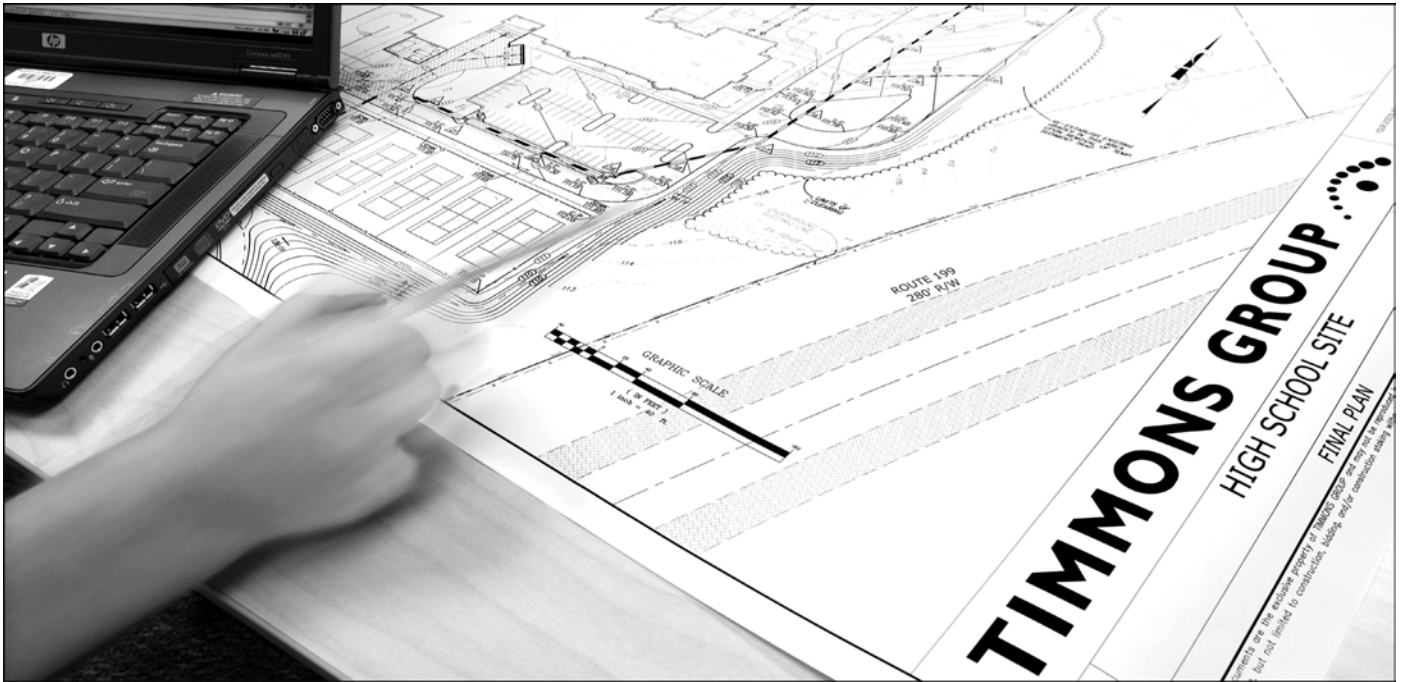
"Yes, in the appropriate circumstances."

He asks, "What's the best way to turn on an area of immense potential?"

"A CDA." 

### About the author

*Jesse E. Todd Jr., who lives in Newport News, wrote often about municipal and state government during a 30-year newspaper career.*



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## REGIONAL BEST PRACTICES FORUM - VIRGINIA BEACH -



### Tips for Getting Started. . .

6. Start an employee recycling initiative.
7. Get the junk out of your fleet...buy hybrids if possible.
8. Install new carpet that is made from recycled materials. Get the manufacturer to commit to pick up old carpet and recycle it.
9. Install low flow or water free urinals.
10. Use biodiesel.



**M**ORE THAN 50 local officials participated in the first of the Virginia Municipal League's four Go Green Regional Forums held at the Virginia Beach Convention Center on April 15. The day included (clockwise from top left): Amy Cobb, litter control coordinator for the City of Suffolk, at break-out session; Ping Yip, facilities environmental manager for the City of Newport News, participating in afternoon round table; "Getting Started" breakout session advice; John Nichols (foreground), environmental analyst for Moseley Architects, at opening session; Dr. Roseann Runte, Old Dominion University president, delivering luncheon keynote address; and Rebecca Adams, Chesapeake City Council member, taking notes at afternoon round table.

## REGIONAL BEST PRACTICES FORUM

### - NORTHERN VIRGINIA -

**M**ORE THAN 50 local officials participated in the second of the Virginia Municipal League's four Go Green Regional Forums held at the Marriott Hotel at Fair Oaks April 17. The day included (clockwise from top left): VML President and Arlington Board Member Jay Fisette making a point during an afternoon break; Khaliel Withen, aide to Loudoun County Supervisor Andrea McGimsey, listening during round table discussion; Dr. Stephen Schoenholtz, director of the Virginia Water Resources Research Center at Virginia Tech, delivering keynote address on climate

change at lunch; Janet Heston, a Town of Round Hill council member, exchanging ideas during afternoon break; morning breakout session participants listening to discussion; and Susan Lilly, town naturalist for Purcellville, picking up handouts.



## REGIONAL BEST PRACTICES FORUM

- ABINGDON -

**M**ORE THAN 40 local officials participated in the third of the Virginia Municipal League's four Go Green Regional Forums held at the Southwest Virginia Higher Education Center in Abingdon on April 22. The day included (clockwise from top right): Virginia Higher Education Center signage; Becky Hawke, public relations coordinator for Radford, and David Ridpath, assistant manager/deputy clerk for Radford, chatting before start of morning general session; Laurie Buchwald, vice mayor of Radford, addressing opening session; Dr. Stephen Schoenholtz, director of the Virginia Water Resources Research Center at Virginia Tech, delivering keynote address on climate change at lunch; Kelly Miller, regional manager of the Abingdon Office of the Department of Conservation and Recreation, listening during a round table discussion; and John Manuel, vice mayor of the Town of Woodstock, participating at round table session.





## REGIONAL BEST PRACTICES FORUM

- LYNCHBURG -



**M**ORE THAN 90 local officials participated in the fourth and final Virginia Municipal League Go Green Regional Forum held

at the James River Conference Center on April 29. The day included (clockwise from top left): Thanh Dang, environmental specialist with the City of Harrisonburg, listening to opening remarks; L. Preston Bryant Jr., Virginia secretary of natural resources, delivering keynote address

at lunch; signage reflecting one city's commitment to "going green;" Brandon Davis, code enforcement officer and planner for the City of Bedford (1), and Joan Kelsch, an environmental planner for Arlington County, participating in afternoon round table; Stephen Walz, senior adviser for energy policy for Gov. Tim Kaine, moderating one of seven afternoon round tables; Catherine Moore, clerk for Campbell County, taking notes during round table discussion; and Gwen Mason, Roanoke City Council member, discussing business following lunch.

# Fannie Mae offers express loan housing product

**C**ITIES AND TOWNS across the Commonwealth face challenges in financing housing and community revitalization, whether the objective is acquiring parcels for new housing development, replacing or rehabbing substandard homes, or supporting a mixed-use development to help revitalize downtown. A new financing tool from Fannie Mae called Community Express® may help municipalities meet those challenges.

“Fannie Mae is ramping up its lending to public entities, which we believe will help them address critical affordable housing needs in their communities,” said Fannie Mae Public Entities Director Eileen Neely. “We believe we have a good product for cities and towns, and we’re anxious to get the word out.”

The Community Express loan product is a short-term direct loan that municipalities can use for the development of single-family housing, multifamily housing and mixed-use


housing developments. “Our charter allows us to lend directly to public entities, like city and county governments,” Neely said.


The proceeds of the loan can be used for housing or housing-related activities including predevelopment financing, construction financing, acquisition financing, preservation of affordable rental housing units, rehabilitation loans to low- and moderate-income homeowners in targeted neighborhoods and re-lending to other housing partners, just to name a few. The product is a great bridge financing tool, as well. Community Express loans can also take the form of a line of credit or revolving line of credit.

Community Express loans are balance sheet loans, meaning that Fannie Mae underwrites the city, not any particular project. “This provides superior flexibility to municipalities to take advantage of new opportunities as they arise or to shift resources to another project if their initial develop-

ment hits a snag,” Neely explained. Flexibility applies to repayment sources, as well, though a repayment plan must be in place. Public entities have used a variety of sources to repay the loan, including federal, state or local grant funds, bond proceeds, tax credit equity pay-in, cash flows from loan portfolios, refinancing of properties through conventional sources and sales proceeds of single family homes financed with the loan.

The interest rates on the Community Express loan product are competitive, the process is stream-lined and simplified, and the upfront fees and collateral requirements are low. Finally, Community Express allows public entities to leverage other private/public sources of funds to develop housing projects, making it an almost perfect tool to address a variety of housing and housing-related community development needs.


Contact Ralph Perrey at 615/646-2625 or [ralph\\_m\\_perrey@fanniemae.com](mailto:ralph_m_perrey@fanniemae.com). 



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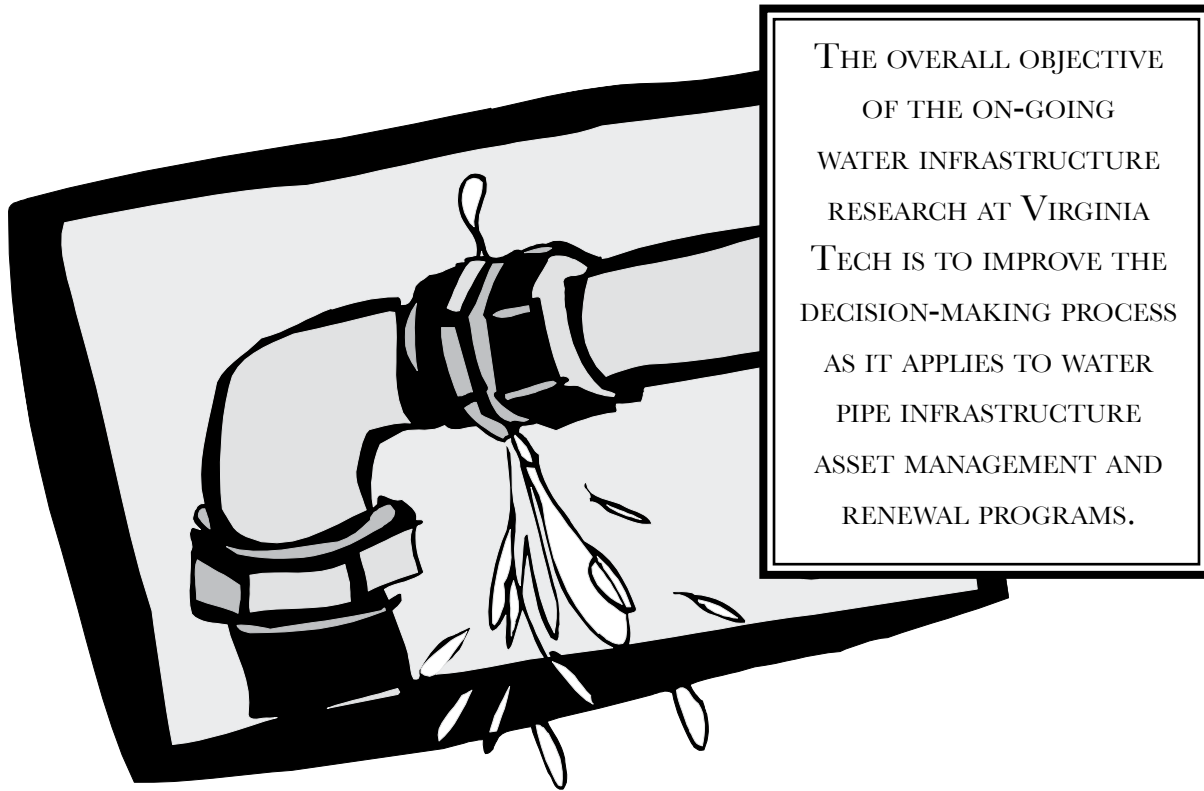
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# Va. Tech explores national water pipe infrastructure database



**A** GROUP OF VIRGINIA Tech faculty and researchers are working to create the prototype of a national Internet-based geospatial database of underground water pipes with funding from the U.S. Environmental Protection Agency and the National Science Foundation.

The project is a collaboration between Sunil Sinha, project leader and associate professor in the Department of Civil and Environmental Engineering; Randy Dymond, associate professor in the department and co-director of Virginia Tech's Center for Geospatial Information Technology; Thomas Dickerson, research associate; and Rahul Vemulapally, civil and environmental engineering graduate student from Warangal, India.

"Underground water pipes are the nation's arteries," said Sinha. "Unfortunately, they are not in a very healthy state. About 40 percent of the water is lost because of leaks and other structural damage."


Sinha added that it is difficult to monitor and maintain underground pipes, but a standardized, Web-based geospatial database of the existing infrastructure information would be very helpful to water utility companies and municipalities.

The Internet prototype application will be created based on underground water and sewage pipe information supplied by three of the 17 cities that are partnering with Sinha and the Center for Geospatial Information Technology. "We are currently receiving data in different formats from Atlanta, Pittsburgh and Seattle – the three pilot cities," said Dymond. "One of (the center's) jobs is to take this diverse information and create a standard format that could be used by all partnering cities."

The geospatial database will include rich, interactive maps of the water pipe infrastructure, as well as data exploration tools and reports. "Users will be able to pan and zoom

or easily identify attributes such as pipe diameters, size, or current condition," Dickerson explained.

The development of the geospatial database application is part of a group of large-scale water infrastructure projects that Sinha is managing at Virginia Tech. The overall objective of the on-going water infrastructure research at Virginia Tech is to improve the decision-making process as it applies to water pipe infrastructure asset management and renewal programs.

The data received from the partnering cities are stored at the San Diego Supercomputer Center managed by the National Science Foundation and supervised by the U.S. Department of Homeland Security. Only Virginia Tech has full access to the data through the team of faculty and researchers involved in the project. All participating utilities have limited access to this national water pipe infrastructure database. 

## Quality assurance process proves to be sound investment

**WE WILL NOT** accept the Baghdad Embassy until it is “done and done right.” These words, while spoken by Ambassador Patrick F. Kennedy to a State Department oversight committee earlier this year, reflect the very same desires of any city, town or county preparing to occupy a new building. The building should be complete and fully functional.

A 1998 study entitled the “Stewardship of Domestic Federal Facilities” revealed 60 to 85 percent of a building’s 30 year lifecycle cost was operation and maintenance. Several other studies show the decrease in occupant productivity cost was almost twice the cost of operation and maintenance in non-commissioned facilities. “Commissioning” costs about one-half to 1 percent of construction cost. This small increase pales in comparison to the lifecycle cost savings afforded through commissioning.

Put simply, commissioning is a cost-effective quality assurance process. With hands-on evaluations of each mechanical system component throughout the construction process, commissioning goes far beyond the design professional’s construction contract administration duties found in most local government contracts.

Commissioning building systems is an additional service Wiley & Wilson offers its clients. Nobody is better positioned to provide commissioning than the people who designed the project.

Comprehensive commissioning begins during the design process with the client’s overall building program in mind. By the time a project goes to bid, the Wiley & Wilson commissioning administrator has prepared the commissioning plan and included it

phase evaluates how all the individual system components work together and documents successful testing of all specified sequences of operation. This documentation demonstrates to all stakeholders that the owner’s program, as defined in the contract documents,


was accomplished in the completed facility.

Many clients seek to have their projects certified by the U.S. Green Building Council. The USGBC has recognized the value of commissioning and has made it a prerequisite to all levels of LEED® Certification.

If you want a facility “done and done right” when you move in, including comprehensive commissioning in the building program from the very beginning is the way to go. Wiley & Wilson routinely performs this




**Wiley & Wilson employee inspects an air handling unit.**

additional service for its clients. 

in the contract documents. The plan defines the construction phase duties of the contractor, owner, and design professional.

During construction, commissioning involves three phases – field installation verification, operational performance tests, and functional performance testing. The field installation verification evaluates whether or not the submitted and approved product was indeed furnished and installed properly. Operational performance tests are commonly referred to as “start-up”; they evaluate the operation of equipment such as a fan, pump, or other single system component. Once these tests are complete, the final phase is functional performance testing. This

additional service for its clients. 

**Contact:** Wiley & Wilson, Inc.; J. Frederick Armstrong, P.E., Chairman and CEO, Lynchburg, 434/947-1901 or J. Todd Owen, P.E., LEED® AP, Manager of Construction Phase Services, Lynchburg, 434/455-3694.

Wiley & Wilson, Inc., a VML sustaining member, is a full-service architectural and engineering firm founded in 1901. The 100 percent employee-owned firm has headquarters in Lynchburg with offices in Richmond and Alexandria. The firm focuses on projects for local government throughout Virginia. Visit [www.wileywilson.com](http://www.wileywilson.com).

**Longer version of job ads posted at [www.vml.org](http://www.vml.org)**

Because of the number of requests it receives to publish job advertisements, VML reduces the length of the position descriptions in *Virginia Town & City*. 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](http://www.vml.org). Visit the VML site and click on "Marketplace" to read the complete descriptions.

**Planner-Comprehensive, Montgomery County**

SALARY: \$39,449-\$47,995 hiring range DOQ (+) benefits. Develops and implements long-range plans; gathers and analyzes data; conducts studies; obtains and administers grants; administers county ordinances and comprehensive plan; reviews and approves subdivision plats; writes reports and correspondence; assists in processing rezoning applications; attends meetings of Planning Commission. Reqs. bachelor's degree in planning and urban studies or related field and min. 4 yrs. related exper. Required county application available at Human Resources, 755 Roanoke St., Suite 2D, Christiansburg, VA 24073. For more info, contact Human Resources at 540/394-2007; County Job Line: 540/394-2010 or visit [www.montva.com/jobs.php](http://www.montva.com/jobs.php). Application review begins May 27. Open until filled. EOE.

**Section 8 / Rental Housing Administrator, Virginia Beach**

SALARY: DOQ/DOE (+) benefits. Manage all aspects of 1,900-unit housing choice voucher program and related rental housing programs. Ensure high performance on all HUD requirements, as well as meet city expectations for performance. Manage staff of 15 and budget of \$14 million. Highly prefer exper. as an HCV supervisor or administrator. For details and to apply, visit [www.vbcareers-4gov.com](http://www.vbcareers-4gov.com). Open until filled. EOE.

**Town Manager, Windsor**

SALARY: \$60,000-\$80,000 DOQ/DOE (+) benefits. (pop. 2,500) Reqs. 5-10 yrs. recent, successful, progressively responsible local govt. mngmnt. exper., preferably as a manager or asst. manager. Reqs. bachelor's degree in public or business admin. (master's preferred). Responsible for appx. \$1.5 million operating and capital bdtg. Reqs. knowledge of financial systems, budgeting, utility system mngmnt., economic development, personnel admin., planning & zoning, and excellent PR skills. Send cover letter, resume, salary history and 3 professional references to: Mayor Marvin A Crocker, Jr.,

P.O. Box 307, Windsor, VA 23487. Apply by May 30. Open until filled. EOE.

**Assistant Director of Facility Planning, Design and Construction, Stafford County Public Schools**

SALARY: \$52,111-\$88,347 (+) benefits. Supervise staff as assigned by director; provide leadership and direction. Responsibilities include serving as senior project manager for the dept. and coordinating construction, maintenance, repair and renovation projects by contract for the School Division. Other responsibilities involve acquisition of building communication, telephone and educational television systems. Prefer relevant bachelor's degree and exper. in planning, facility assessment, site assessment, facility maintenance, acquisition procedures and capital improvements programming/planning. Visit [www.staffordschools.net](http://www.staffordschools.net) to submit on-line application. Deadline: May 9. EOE.

**Wastewater Plant Operator (Class I or Class II), Westmoreland County**

SALARY: DOQ/DOE (+) benefits. FT position. Application (use VA Form 10-012) and job description may be obtained either in person at the County Administrator's Office located in the George D. English Sr. Memorial Building, Montross, Va., or by calling the County Administrator's Office at 804/493-0130. Deadline: May 30. EOE.

**Director of Agriculture, Virginia Beach**

SALARY: \$76,695-\$115,043 negotiable DOQ/DOE (+) benefits. (pop. 430,000) Directs agricultural programs to meet needs of agribusiness industry and to enhance agricultural environment. Coordinates efforts involving agricultural community through programs and special events; provides recommendations on program/policy innovations; and coordinates agricultural and rural preservation initiatives. Prefer relevant master's degree and 6 yrs. mngmnt exper.; or higher-level educ. and exper. equiv. to 12 yrs. in relevant fields, including 5 yrs. at program mngmnt. or administrator level. Submit on-line executive application, cover letter, resume and salary history to [www.vbgov.com/careers](http://www.vbgov.com/careers). Deadline: June 1. EOE.

**Transportation Planner, Central Shenandoah Planning District Commission**

SALARY: \$40,000-\$53,000 DOQ/DOE (+) benefits. Perform transportation planning activities, including assisting the senior transportation planner. Reqs. effective knowledge of traffic calming, bicycle and pedestrian accommodation, and knowledge of transpor-

tation modeling techniques; understanding and review of site plans; project and program management. Desire familiarity with Highway Capacity Software, SYNCHRO software, and GIS software. Reqs. relevant bachelor's degree, 2 yrs. transportation planning exper., local and/or regional govt. planning exper. Submit confidential resume, cover letter and references to: Executive Director, 112 MacTanly Place, Staunton, VA 24401. Open until filled. EOE.

**Transportation Planner, Central Shenandoah Planning District Commission**

SALARY: \$40,000-\$53,000 DOQ/DOE (+) benefits. Perform transportation planning activities, including assisting the senior transportation planner. Reqs. effective knowledge of traffic calming, bicycle and pedestrian accommodation, and knowledge of transportation modeling techniques; understanding and review of site plans; project and program management. Desire familiarity with Highway Capacity Software, SYNCHRO software, and GIS software. Reqs. relevant bachelor's degree, 2 yrs. transportation planning exper., local and/or regional govt. planning exper. Submit confidential resume, cover letter and references to: Executive Director, 112 MacTanly Place, Staunton, VA 24401. Open until filled. EOE.

**City Attorney, Waynesboro**

SALARY: Negotiable DOQ/DOE (+) benefits. Serve as principal legal adviser to City Council, city manager and city depts., including providing legal services for city operated utilities, police, public works, etc; drafts or supervises drafting of ordinances and resolutions, contracts, deeds, leases, releases and franchises. Exercises management, charge and control of all city legal affairs. Appointive position serves at the pleasure of the City Council. Call Human Resources Office at 540/942-6719 for recruitment profile and copy of job description. Submit cover letter, resume, salary history and 3 professional references to: Human Resources Office, 503 W. Main St, Suite 102, Waynesboro, VA. 22980 or e-mail [taylorlrmj@ci.waynesboro.va.us](mailto:taylorlrmj@ci.waynesboro.va.us). Direct inquiries to James C. Fitzgerald at 540/942-6719. Deadline: June 6. EOE.

**Deputy Director of Planning and Zoning, Leesburg**

SALARY: \$67,567-\$113,406 (+) benefits. (pop. 37,000-plus) Manages planning staff to review land-use applications and cases while ensuring that sound urban planning practices and land-use management techniques are used. Reqs. bachelor's degree in planning or related field; min. 5

yrs. progressive exper. in planning and 2 yrs. supervisory and/or mngmnt responsibility. Prefer master's and extensive knowledge of Va. planning and zoning law; AICP and APA memberships; 5 yrs. supervisory and/or mngmnt. exper. Apply: See [www.leesburgva.gov](http://www.leesburgva.gov) or request application from HR Dept. at 703/737-7177. Mail application and resume to: Attn.: Nancy Fixx, HR Director, Town of Leesburg, 25 W. Market St., P.O. Box 88, Leesburg, VA 20178; or fax to 703/737-7190. Deadline: June 30. EOE.

**Nursing Home Administrator, Bedford County**

SALARY: DOQ/DOE (+) benefits. Plan, coordinate and direct operations and activities, including enforcing local, state and federal rules and regulations, governing operation of Bedford County Nursing Home. Will prepare, implement and monitor budget; oversee all personnel engaged in providing care to residents. Prefer licensed Nursing Home Administrator or an ALF AIT applicant. Application, job description and recruitment package available at [www.co.bedford.va.us](http://www.co.bedford.va.us) and also are available from the Bedford County Human Resources Department, Bedford County Administration Building, 122 E. Main St., 2nd Floor, Bedford, VA 24523, 540/586-7601. Open until filled. EOE.

**Employee Services Manager, Alexandria Sanitation Authority**

SALARY: DOQ/DOE (+) benefits. Manage day-to-day employee services operation and support authority leaders by serving as an adviser; develop and implement methods and systems; report to director of employee, customer & fiscal services. Reqs. bachelor's degree in business mngmnt, industrial relations, HR mngmnt, or equiv. comb. of educ. and exper.; min. 5 yrs. exper. in HR, including 3 yrs. supervisory exper. Send resume with cover letter and salary history to: ESM-07, Employee Services, Alexandria Sanitation Authority, P.O. Box 1987, Alexandria, VA 22313. E-mail: [repenn@alexsan.com](mailto:repenn@alexsan.com); fax: 703/549-0763. Deadline: May 31. EOE.

**Manager Land Development Programs, Loudoun Water**

SALARY: DOQ/DOE (+) benefits. Reports to director of engineering. Lead group of engineers and other professionals responsible for managing the engineering review, design and construction administration of developer-contributed capital projects. Reqs. bachelor's degree in civil engineering, a Va. P.E. license (or ability to obtain), and min. 10 yrs. progressively responsible project engineering and mngmnt. exper.

in the design and construction of public water and sewer systems. To print Loudoun Water employment application or apply online, visit [www.loudounwater.org](http://www.loudounwater.org). Send completed applications to HR Department, P.O. Box 4000, Ashburn, VA 20146 or fax to 571/223-2079. Open until filled. EOE.

**Manager Utility Master Planning Programs, Loudoun Water**

SALARY: DOQ/DOE (+) benefits. Reqs. mngmnt. exper. and ability to lead group of professionals responsible for strategic and effective comprehensive planning, and development of Capital Improvement Program. Must have expertise in water and sewer system modeling, demand projections, understanding of system operational/design criteria, and preparation of strategic utility master plans and area facility plans. Reqs. bachelor's degree in civil engineering, Va. P.E. license (or ability to obtain), and min. 10 yrs. progressively responsible project engineering and mngmnt. exper. pertaining to preparation of water and sewer master plans and formulation of CIPs. To print Loudoun Water employment application or apply online, visit [www.loudounwater.org](http://www.loudounwater.org). Send completed applications to HR Department, P.O. Box 4000, Ashburn, VA 20146 or fax to 571/223-2079. Open until filled. EOE.

**Director, Regional Planning & Environmental Programs, Northern Virginia Regional Commission**

SALARY: High \$90,000s DOQ (+) benefits. Develops and manages work of major division responsible for regionally important planning, environmental and related concerns. Works closely with localities, as well as the state and federal governments, elected and appointed officials, and regulatory agencies. Involves technical work, policy development, proposal writing, project mngmnt., and high-level external communications. Reqs. bachelor's degree in environmental engineering/science, public admin. or related field with min. 6 yrs. exper. in planning or the environment. Send cover letter and resume to: NVRC, 3060 Williams Drive, Suite 510, Fairfax, VA 22031; fax 703/642-5077; or e-mail [info@novaregion.org](mailto:info@novaregion.org). Open until filled. EOE.

**Engineering Technician/Inspector, Rivanna Water & Sewer Authority (Charlottesville)**

SALARY: \$34,958-\$55,932 DOQ (+) benefits. Reqs. any comb. of educ. and exper. equiv. to H.S. graduation with exper. in sub-professional engineering, construction and survey/mapping techniques. Receives

and records calls for "Miss Utility" service; locates and marks underground utilities; assists in engineering surveys for construction projects; updates utility maps, conducts and records field inspections of authority facilities; assists in preparing construction cost estimates and specifications; assists in making construction inspections. Required application available at [www.rivanna.org](http://www.rivanna.org) or call 434-977-2970. Open until filled. EOE.

**Civil Engineer, Fall Church**

SALARY: \$75,000-plus DOQ/DOE (+) benefits. Supervises the Erosion and Sediment Control, including inspectors; prepares public works and public utilities designs as necessary; writes technical specifications and contract documents; performs site plan review for public facilities; analyzes engineering studies and reports. Reqs. relevant degree and registration as a Va. P.E.; min. 5 yrs. exper. in a responsible engineering position. Submit resume or application to: City of Falls Church, Human Resources Division, 300 Park Ave., Falls Church, VA 22046, or via e-mail at [hr@fallschurchva.gov](mailto:hr@fallschurchva.gov). Open until filled. EOE.

**Deputy City Manager, Portsmouth**

SALARY: \$87,512-\$118,141 DOQ/DOE (+) benefits. Provide high-level managerial leadership, including administrative and fiscal direction; assist city manager in development of municipal policies and procedures, as well as planning and coordinating activities related to programs and goals. In addition, will work in areas such as but not limited to fiscal affairs, economic development, engineering, info technology, public safety, public utilities/works, human services, museums, libraries and/or general. Reqs. relevant bachelor's degree (master's degree or ICMA-CM designation preferred); and 6-9 yrs. senior managerial exper. Submit a City of Portsmouth application and resume to: Office of the City Manager, Attention: Naomi Riddick, 801 Crawford St., Portsmouth, VA 23704. More info: [www.portsmouthva.gov](http://www.portsmouthva.gov). Open until filled. EOE.

**Human Resources Director, Gaston County, N.C.**

SALARY: \$80,000-\$89,000 hiring range DOQ (+) benefits. Max. salary \$105,843. (appx. 1,400 FT employees) H.R. Dept. has 10 FT employees and provides comprehensive personnel services. Responsible for setting strategy and directing all HR programs. Reqs. bachelor's degree in public or business admin., or H.R. and 6 yrs. HR mngmnt. exper. Reqs. thorough knowledge of modern personnel practices and state and federal employment laws. Also reqs. ability

## MARKETPLACE

to relate to elected officials, key county staff including the County Manager's Office and dept. Cover letter and resume should be submitted by May 19 to: Wilder Consulting, 5206 Waxwind Lane, Charlotte, NC 28226. Contact: 704/540-8236 or bwilder@carolina.rr.com. Open until filled. EOE.

### **Environmental Inspector / Plan Reviewer, Dinwiddie County**

**SALARY:** \$34,308-\$47,480 (+) benefits. Review plans for land development and/or residential subdivision, as well as inspect these projects when under construction for compliance with erosion and sedimentation control regs., and storm water mngmnt. regs. Respond to storm water control problems and assist in developing solutions; ensure laws and regs. governing application of biosolids are properly implemented. Must have Erosion & Sediment Control Plan Reviewer and/or Inspector certification(s) or be able to obtain in 9 mos. Applications available at [www.dinwiddieva.us](http://www.dinwiddieva.us) or HR Dept., 14016 Boydton Plank Road, P.O. Drawer 70, Dinwiddie, VA 23841 or by calling 804/469-4500 ext 145. Open until filled. EOE.

### **Finance Director, Pulaski County**

**SALARY:** \$67,000-\$105,000 DOQ (+) benefits. Responsible for financial management, budgeting, and purchasing, including the public service, industrial development and wireless authorities, as well as several regional agencies. Reqs. exper. in govt.

accounting; exper. preparing financial statements and annual financial report. Reqs. bachelor's degree in accounting or business admin. and progressive financial accounting and supervisory exper. (prefer familiarity with BAI Municipal Software and Va. local govt. accounting). CPA preferred. Apply to Robert Hiss, Assistant County Administrator, 143 3rd St., N.W., Pulaski, VA 24301 or through the VEC office, 206 3rd Ave., Radford, VA, 24141. Submit cover letter, resume and county application, available at [www.pulaskicounty.org](http://www.pulaskicounty.org). Application review begins May 12. Open until filled. EOE.

### **Deputy City Manager, Suffolk**

**SALARY:** \$97,936 - \$129,765 (+) benefits. Assists city manager in coordination, organization and direction of departments and programs. Involves supervision of all development depts., as well as certain operations depts.; oversees development of operations and capital improvement bdgts. for development and operations depts. Reqs. bachelor's degree in government or public admin. and 6-9 yrs. progressively responsible exper. in govt. managerial work. Submit city application, which can be found with additional info. at [www.suffolk.va.us](http://www.suffolk.va.us), or call 757/514-4120. Open until filled. EOE.

### **Budget Analyst, Suffolk**

**SALARY:** \$53,537-\$68,260 (+) benefits. Assists in development of annual operating and capital bdgts.; provides analytical assistance to budget office and other city depts.;

performs research and analysis to provide pertinent info. regarding city programs and depts.; assists in preparing briefing packages on recommended city budget. Reqs. bachelor's degree in bookkeeping or accounting, and 3 yrs. exper. in accounting clerical work. Submit city application, which can be found with additional info. at [www.suffolk.va.us](http://www.suffolk.va.us), or call 757/514-4120. Open until filled. EOE.

### **Town Manager, Vinton**

**SALARY:** DOQ/DOE (+) benefits. Reqs. 5-10 yrs. exper., preferably as manager or asst. manager. Reqs. bachelor's degree in public or business admin. (master's preferred). Responsible for appx. \$12 million operating and capital bdgt. Reqs. knowledge of financial systems, budgeting, utility system mngmnt., economic development and personnel admin. Residency req. Send cover letter, resume, salary history and 3 professional references to: Beth Austin, Human Resource Director, 311 S. Pollard St., Vinton, VA 24179. Visit [www.vintonva.gov](http://www.vintonva.gov). Apply by May 28. Open until filled. EOE.

*Submit ads via e-mail to David Parsons at [dparsons@vml.org](mailto:dparsons@vml.org). You may also submit via FAX at: 804/343-3758. VML publishes job advertisements at no cost to its local government members. Non-members are charged a flat rate of \$25 per ad per issue, which includes posting on VML's Web site and publication in Virginia Town & City (deadlines permitting). VML edits position descriptions in printed publications because of space limitations.*

## CALENDAR

### **Virginia Transit Association Annual Meeting, Arlington, May 19-21**

Three-day conference for all transportation professionals will be held at the Hilton Crystal City. For more information, contact 804/643-1166 or log-on to [www.vatransit.com](http://www.vatransit.com).

### **Grant Writing Workshop, Harrisonburg, May 29-30**

Presented by James Madison University Police Department and Grant Writing USA for beginning and experienced city, county, town and state grant writers. Purchase orders, checks and credit cards welcomed. Multi-enrollment discounts available. The \$425 tuition payment includes all materials. More info. at 1-800-814-8191 or <http://GrantWritingUSA.com>.

### **Virginia Government Communicators Annual Meeting, Henrico County, June 18**

Will be held at the Virginia Housing Center, a Virginia Housing Development Authority office building located off of Broad Street in the Innsbrook business park in western Henrico County. For information, contact Barbara Gordon, director of communications, Northern Virginia Regional Commission, [bgordon@novaregion.org](mailto:bgordon@novaregion.org) or 703/642-4635. More info will be posted at <http://www.vagovcom.org>.

### **VLGMA Summer Conference, Virginia Beach, June 18-20**

Annual summer meeting of the Virginia Local Government Management Association. For more information, contact Denise Thompson at [dthompson@vlgma.org](mailto:dthompson@vlgma.org).

### **Virginia Recreation & Park Society Annual Conference, Richmond, Oct. 4-7**

Will coincide with Governor's Conference on Greenways, Blueways & Trails. For more information or to register visit [www.vrps.com](http://www.vrps.com).

### **VML Annual Conference, Norfolk, Oct. 19-21**

Three-day event featuring general sessions, workshops, round tables and awards presentations will be held downtown at the Norfolk Marriott Waterside Hotel and Waterside Convention Center. More information for attendees: [jterry@vml.org](mailto:jterry@vml.org); more information for vendors: [kpollard@vml.org](mailto:kpollard@vml.org).

*Preferred method of submitting items is via e-mail to David Parsons at [dparsons@vml.org](mailto:dparsons@vml.org). You may also submit via FAX at: 804/343-3758.*

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## *Bill of goods: State weighs shifting Line of Duty costs*

**W**HO PAYS FOR benefits under the Line of Duty Act has been a topic of discussion at the General Assembly for the last several years. Legislators have found that 65 percent of the beneficiaries are local employees – firefighters, emergency medical technicians, police officers, etc.

This year the House tried to use more than \$10 million in HB 599 funds to pay for Line of Duty benefits; in 2004, the Senate tried to have the benefit funded through an increase in the retirement contribution rate paid by the employer. In both cases, costs that are now borne by the state would be shifted to local governments.

Since 65 percent of the beneficiaries are local employees, doesn't it make sense that local governments would pay the cost of those benefits?

Well, not really. After all, who granted the Line of Duty benefits to begin with?

Currently the Line of Duty Act provides benefits, paid for by the state, to public safety employees, or their survivors, who are disabled or who die in the line of duty. Eligible employees include those receiving workers compensation benefits under the heart/lung presumption in addition to those who are disabled or die as the result of a catastrophic event such as a car wreck or a shooting.

When first enacted in 1972, the Line of Duty Act established a \$10,000 benefit payment from the state General Fund for public safety officers killed as a direct and proximate result of the performance of his duty. Over the years the act was expanded to include deaths resulting from hypertension, heart disease and some forms of cancer. These expansions greatly increased the number of

people eligible for the program.

In 1998, legislation was enacted, to take effect in 2000, to expand the program to include health insurance benefits for surviving spouses and children, for public safety officers who were disabled as a result of performance of their duty, and for their spouses and children. Thus the act, which at first provided a death benefit under narrowly drawn circumstances, has been expanded in terms of the people or survivors eligible for the benefits, as well as the circumstances determining eligibility.

How much money are we talking about anyway? The budgeted cost for the upcoming biennium is \$11.3 million in FY09 and \$12.6 million in FY10. The death benefits portion of the program is budgeted at \$825,000 a year. The costly part of the program, however, is the provision of health insurance benefits, slated to cost \$10.5 million in FY09 and \$11.8 million in FY10. The General Assembly granted the benefit back in 1998.

This isn't the first instance of the state trying to back pedal on its commitments. In 1996 the state extended a health insurance credit to retired teachers, to become effective in 1998, and to be paid by the state.


Fast forward to 2001. Gov. Jim Gilmore proposed a budget that "shared" those costs with local governments, based on the composite index. While that change wasn't adopted in 2001, it was in 2002, under the budget submitted by Gov. Mark Warner.

Local governments were saddled with about 60 percent of the costs of that benefit – about \$19 million in 2002. In 2007, the General Assembly almost doubled the benefit – at an ad-

ditional cost of \$12 million to the state and \$18.6 million to local governments. The cost to local governments in the next biennium: \$46 million in FY09 and \$47.8 million in FY10.

That same year – 2007 – the General Assembly also enacted legislation to require that localities extend enhanced retirement benefits to all sheriffs deputies, in addition to increasing the retirement multiplier for the sheriff, by July 1, 2008. The premise was that the state would pay a portion of the costs of these benefits, which are approximately 11 percent of the salary of the employees, and probably approaches \$30 million a year. Gov. Tim Kaine's introduced budget for the upcoming biennium included a modest amount to pay these costs – \$2 million in FY09 and \$4 million in FY10 – but the budget adopted by the General Assembly stripped even that money in order to pay for other state priorities.

For state legislators, these are pretty cheap benefits – because someone else has to pay most of the bill.

Local officials can be assured that the state will come back in future sessions and attempt to shift at least a portion of the funding responsibility for the Line of Duty Act to local governments. It won't be fair, or reasonable – but you can expect it to happen. And you can expect local governments to oppose those attempts. 



### **About the author**

*Mary Jo Fields is director of research for VML.*

# 2008 VIRGINIA MUNICIPAL LEAGUE ACHIEVEMENT AWARDS

## POPULATION AWARDS

The VML Achievement Awards competition includes five categories based on population – so that local governments will compete with other local governments of comparable size.

The population categories are: (1) under 5,000; (2) 5,000-10,000; (3) 10,001-35,000; (4) 35,001-90,000; and (5) more than 90,000.

A local government may submit up to three entries in its population category. One winner will be selected from each population category to receive an Achievement Award. Entries in the five population categories will be evaluated on the following criteria:

- Developing more efficient, innovative ways of delivering government services;
- having a documented record of effectiveness that illustrates how the program has achieved its goals;
- possessing ideas and approaches that make a program relevant to other local governments; and
- implementing new and improved approaches to addressing a significant community need, or significantly improving an existing program. For entries that represent significant improvement to existing programs, the improvements must have been made between Jan. 1, 2007 and May 1, 2008.

## COMMUNICATIONS AWARD

The Communications Award recognizes the best in local government communications programs. A local government may submit one entry for this award.

## PRESIDENT'S AWARD

In addition to the five population categories, the league will present a President's Award for Entrepreneurial Government to recognize and encourage the principles of innovative and imaginative local government. Local governments of all sizes are encouraged to submit their

single most entrepreneurial program or project to compete for this open award. By incorporating entrepreneurial principles into the President's Award, the league hopes to encourage local governments to discover new ways to improve services and operations.

## THE JUDGING

Entries will be screened by the VML staff and judged by a panel selected for their expertise in local government.

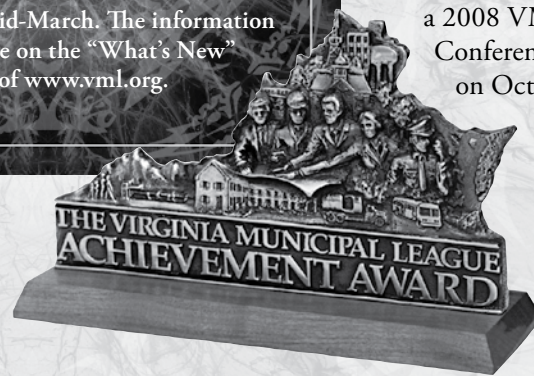
The Annual Virginia Municipal League Achievement Awards program encourages and recognizes excellence and innovation in Virginia local government.

The awards program continues to be an important forum for sharing some of the very best public service ideas in Virginia, a competition in which local government leaders can learn.

An information package with details of the contest was mailed to VML member local governments in mid-March. The information is also available on the "What's New" section of [www.vml.org](http://www.vml.org).

## THE WINNERS

The winning entries will be featured in the September issue of *Virginia Town & City* magazine. The population category winners, the winner of the President's Award and the winner of the Communications Award will be recognized and presented with their awards at a 2008 VML Annual Conference in Norfolk on Oct. 21.



## DEADLINE & ADDRESS

All entries must be postmarked by June 2, 2008 and mailed to VML Achievement Awards, P.O. Box 12164, Richmond, VA 23241, or shipped (UPS, FedEx, etc.) to VML Achievement Awards, 13 E. Franklin St., Richmond, VA 23219. Entries, including CDs, DVDs and video tapes, will not be returned. If you have any questions, contact David Parsons at the Virginia Municipal League via e-mail at [dparsons@vml.org](mailto:dparsons@vml.org) or by telephone at 804/523-8527.

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