

# THE COLUMN

News from  
the Virginia Institute  
of Government

Fall 2002

Welcome  
new Institute  
members:  
**Prince William County**  
**City of Radford**  
**Town of**  
**Mount Jackson**

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## Institute Advisory Committee

*Welcome and farewell.*

**T**he Institute Advisory Committee is losing a familiar face and gaining some new ones.

We must regretfully say goodbye to Connie Bawcum. As a member of the VLGMA, she was a guiding force in creating the Institute in 1994 and has been a member of the Committee since then. Thank you, Connie, for your valuable leadership.

Welcome to Delegate Mary T. Christian, Delegate Allen L. Louderback, Ed Daley, Winchester City Manager, and Maurice Jones, Governor Warner's deputy chief of staff and newly appointed commissioner of the Department of Social Services.

Delegate Christian has represented the City of Hampton (92nd District) in the House of Delegates since 1986. She originally sat on the Advisory Committee from 1994 to 1997. She is Professor Emeritus at Hampton University.

Delegate Louderback, a former member of the Page County Board of Supervisors, was first elected in 1999 to the House of Delegates from the 15th District. He was an investigator and manager at the U.S. General Accounting Office in Washington for 18 years.

Maurice Jones has years of experience assisting private-and public-sector organizations in legal, investment, and management areas. One of his chief responsibilities in the governor's office is coordinating the administration's urban policies.

Ed Daley, Winchester city manager since 1986, is regional vice president of the ICMA and is a past president of the VLGMA. He has served as a part-time faculty member at Saint Mary of the Plains College in Kansas and at West Virginia University and as an ICMA correspondence course instructor. ▼

## FOIA and the Web

*A question of balance.*

MARIA J.K. EVERETT

**M**aintaining the balance between an individual's privacy and public access to government records has always been a formidable challenge. The advent of new tools such as the Internet has



compounded the problem. To shape good public policy concerning e-government, one must balance its benefits and challenges to understand the inherent privacy issues.

E-government provides the public and

public bodies with innumerable opportunities to increase access to public records, enhance customer services, and improve efficiency in government. On the other hand, an impression exists that increased use of electronic records can compromise personal privacy, or lead to misuse or over-collection of information by government.

There are several ideas to consider in order to incorporate e-government into daily operations in a balanced manner. Remember that any exemptions to open access to government records, whether electronic or not, must be narrowly crafted to prevent the harm, and not respond merely to a perceived threat. Government should protect private information about identifiable individuals maintained in electronic databases. Subjects of records should be notified if their data are disseminated to third parties. Rethink the practice of posting personal information online — open records laws do not require posting the same information on the Internet as is available on a hard copy.

*continued on back cover*



**VIRGINIA**  
INSTITUTE OF  
GOVERNMENT

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**CENTER FOR PUBLIC SERVICE**  
University of Virginia

## Succession Management

*Prepare your locality for the upcoming exodus.*

BY SUSIE WITTER, SPHR

*This article is the second in a series on implementing succession management.*

**A**s outlined in the last issue of *THE COLUMN*, Step #1 in the succession management process is to determine the size of your impending labor shortage. This can be done by projecting retirements and attrition over the next five years.

The next step is to define the competencies needed to successfully fill the position(s) for which there is going to be a shortage of personnel. You need to identify the necessary competencies for these positions based on the organization's *future* business needs, values, and strategies — not necessarily on the present situation in these areas. This step involves performing an analysis of the needed knowledge, skills, and abilities (KSAs) of the critical identified position(s).

Position descriptions outlining KSAs are available from myriad sources — other localities, state and federal governments, private-sector employers, and related web sites. One such site is the *Occupational Information Network Resource Center*, at [www.onetcenter.org](http://www.onetcenter.org). The O\*NET Project is administered and sponsored by the US Department of Labor's Employment and Training Administration.

Don't let fiscal restraints stop you from implementing succession management. Without a structured plan, you may be ill prepared for the labor shortages that are anticipated in the next few years.

The Institute held its first seminar on this topic in August. Future seminars will be offered based on demand. Let us know if you are interested.



*The writer is a human resource management consultant in Richmond, Virginia. Look for more on this topic in future issues of THE COLUMN.*

Contact Billie Easton at 804-371-0202 or [bee2u@virginia.edu](mailto:bee2u@virginia.edu). ▼

## Telecommunications Issues and Answers

*Forum to cover local projects and network security.*

Local network-based projects and community-network security issues will be the dual focus of the fifth seminar in the series, *Last Mile to Virtual Communities*, to be held on December 11, in Williamsburg.

As Virginia local managers and economic developers race to put the "E" in community development, they face many challenges:

- linking infrastructure (wired and wireless) to homes, businesses and schools;
- making advanced communications available at affordable rates;
- developing and using electronic applications for business, government, and education that leverage the power of advanced networks; and
- making advanced communications systems secure.

The seminars are designed to define issues and recommend solutions in providing high bandwidth access to localities. They also

provide a forum for local leaders in business, economic development, city and county administration and education to meet and exchange views with experts in advanced telecommunications and information technologies.

The series is sponsored by Virginia Tech, the Virginia Economic Development Partnership, and the Institute, with assistance

from the Virginia Innovation Group.



Read more at <http://www.mps.vt.edu/ITForum/>.



**If you have ideas for seminars on this topic, contact Tedd Povar at 804-371-0202 or [tep3e@virginia.edu](mailto:tep3e@virginia.edu).**

**Let us hear from you. ▼**

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## ACIR Continues Work of Cities Commission

The (ACIR) continues the work begun by the Commission on the Condition and Future of Virginia's Cities (Cities Commission). After studying a number of issues for the last two years, the ACIR issued a draft report outlining 30 recommendations under consideration. Many of these items relate to strengthening the state's metropolitan areas.

During the current fiscal year, the ACIR will also concentrate on the Cities Commission's recommendation that Virginia create an urban policy. In its initial discussion on this subject, the ACIR decided to expand its consideration to a broader "community policy," rather than focus primarily on urban issues.

The ACIR has also been working for some time on the issue of Visual Quality. The commission will soon have before it a committee report relating to a bill that would give local governments the authority to create scenic overlay districts.

The ACIR will discuss all three of these topics at its upcoming meetings to be held during the annual conferences of the VML (Oct 21) and VACo (Nov 11).



For the meeting agendas and times, visit <http://www.acir.state.va.us/> ▼

## Governor's Commission on Efficiency and Effectiveness

The Cooper Center has been involved in studying long-term goals, strategies, and practices for improving state operations through its work with a subgroup of the Governor's Commission on Efficiency and Effectiveness.

The Center assisted the subgroup, guided by its chairman, John "Dubby" Wynne, in completing a draft report in August. In the coming months, members of the General Assembly, the Administration, and the public will have the chance to review the report.

The Center assisted the subgroup, guided by its chairman, John "Dubby" Wynne, in completing a draft report in August. In the coming months, members of the General Assembly, the Administration, and the public will have the chance to review the report.

Governor Warner created the Commission in February 2002 to study state government and recommend strategies and techniques for improving the effectiveness and efficiency of the state's operations. The Commission receives logistical support from VCU's Center for Public Policy. ▼

*"I told...President [Washington] all that was ever necessary to establish our credit was an efficient government and an honest one..."*

THOMAS JEFFERSON

## Email Broadcast Information Service (EBIS)

**EBIS — Keeps growing and growing and growing.**

EBIS allows Institute member local governments to ask questions of and receive fast responses from over 200 other Virginia municipalities by sending one simple email or making a quick phone call to our office. Interested? Contact Tedd Povar at 804-371-0202 or tep3e@virginia.edu.

EBIS usage continues to increase as shown by the numbers below:

<i>Calendar Year</i>	<i>Inquiries Broadcast</i>
1997	53
1998	89
1999	187
2000	261
2001	316
2002	350 (projected)





## CIVIC ENGAGEMENT

### Civic Engagement Initiative

*Citizens to consider what, if anything, is wrong with our kids.*

The Charlottesville-Albemarle Civic Engagement Initiative (CEI) invites the public to attend its first annual National Issues Forum — *Our Nation's Kids: Is Something Wrong?* — on November 2, 2002, in Charlottesville. According to the issue book (prepared by Public Agenda, a nonprofit, nonpartisan research and education organization) to be used for the Forum, "...1 in 4 adolescents abuses drugs, lags in school, or gets in trouble with the law. An enormous number of kids experiment with drugs and alcohol and cheat at school." The Charlottesville Forum will provide citizens a chance to consider what this all means, if anything, and what should be done.

Forums are nonpartisan, deliberative public meetings that allow participants to examine a wide range of issues, policy options, and directions that communities can take in addressing their citizens' needs.

The November Forum will be hosted by the Charlottesville-Albemarle CEI — a partnership of organizations and individuals interested in fostering citizen involvement in public policy and politics through *public deliberation* in the community, on the campus and in the classroom.

CEI partners include the Institute and Cooper Center as well as other UVa departments and programs and an array of organizations from the Charlottesville/Albemarle area.

The CEI convenes national and local issue forums, conducts workshops on convening and moderating forums, frames issues for public deliberation, and conducts research on the role of public deliberation in fostering civic engagement and political involvement.

The Institute and Cooper Center host CEIs and provide logistical support and leadership for the Initiatives throughout Virginia. CEI is part of the National Issues Forum Net-

### LeadershipPlenty

*Training citizens to work together and take action.*

Communities across Virginia may soon benefit from new or renewed citizen leadership and collaboration as a result of a program called *LeadershipPlenty*.

The Institute, the Southern Growth Policies Board, and the Pew Partnership for Civic Change are partners in implementing this new program to train local leaders.

What is *LeadershipPlenty*? It's a nine-step process through which groups learn to work together and take action on behalf of their community. The program teaches participants skills such as partnership-building, conflict-management, and strategic planning to enable them to lead volunteers and others in local community-service programs.

The Pew Partnership for Civic Change focuses on identifying successful strategies for solving community problems. *LeadershipPlenty*, one of the newest of these initiatives, is based on work done by the Partnership to train six hundred emerging and established leaders in 10 U.S. communities.

Plans are underway to implement *LeadershipPlenty* in a variety of civic settings in Virginia and to evaluate its effectiveness in those communities. Teams from 20 states were introduced to the program at a workshop held this summer in Richmond.

★ ★ ★

Read more at [www.pew-partnership.org](http://www.pew-partnership.org). ▼

work, a group of thirty public-policy institutes across the country that promote civic engagement through public deliberation.

The Charlottesville Forum will be held at 10:00 a.m., Saturday, November 2, 2002, at the Albemarle County Office Building, 400 McIntire Road, in Charlottesville.

The public is welcome. ▼

*"...Today we have to build meaning into our lives, and we build it through our commitments. One such commitment is service to one's community."*

JOHN GARDNER  
PRESIDENT,  
THE KETTERING FOUNDATION

*"We think about how dependent the public is on good government...but we lose sight of how much good government needs a good public."*

DAVID MATHEWS  
CABINET SECRETARY, EDUCATOR,  
ACTIVIST, AUTHOR, REFORMER

For more information on both programs, contact Nancy Gansneder at  
434-982-4770 or [nancyg@virginia.edu](mailto:nancyg@virginia.edu).

## Institute Supports VLGMA's Range Riders

*Program has satisfied customers.*

Virginia's local government managers have a valuable resource in the Range Rider program provided by the VLGMA with support from the Institute.

Currently, there are twelve Range Riders — experienced managers, either retired or not-in-service, who volunteer to help active local government administrators on an as-needed basis. Range Riders take on a variety of roles, including those of mentor and sounding board.

The Institute provides administrative support to the program in several ways, most importantly, perhaps, 1) by serving as liaison with the ICMA Range Rider program and 2) by brokering Range Rider services to localities in need of interim managers.

Localities using interim managers have expressed their satisfaction in obtaining the services of experienced "deans of the profession" to carry them through until permanent managers were hired.

Current Range Riders are:

- Hugh Cooper, Bristol
- William Dewhirst, Richmond
- Jack Gross, Bedford
- Cole Hendrix, Keswick
- Bob Herbert, Roanoke
- Julian Hirst, Norfolk
- Aubrey Houghton, South Boston
- Bill LaVecchia, Richmond
- Vola Lawson, Alexandria
- Marvin Milam, Harrisonburg
- Wendell Seldon, Richmond
- Clint Strong, Hopewell

The Institute considers its work with the Range Rider program a valuable service. Local government management is a tough job, and it is important for Virginia's administrators to know they need not face daunting challenges alone.



Contact Tedd Povar at 804-371-0202 or [tep3e@virginia.edu](mailto:tep3e@virginia.edu). ▼

## ICMA 2002 AWARDS

*Congratulations to the following Institute members*



### OUTSTANDING MANAGER OF THE YEAR

**Regina V. K. Williams**  
CITY MANAGER  
NORFOLK



### LOCAL GOVERNMENT EDUCATION

**Anthony H. Griffin**  
COUNTY EXECUTIVE  
FAIRFAX COUNTY



### CITIZEN INVOLVEMENT (POP. 50,000 +)

**Regina V. K. Williams**  
CITY MANAGER  
NORFOLK



### INNOVATIONS IN LOCAL GOVERNMENT MANAGEMENT (POP. 50,000 +)

**George E. Wallace**  
CITY MANAGER  
HAMPTON



### OUTSTANDING PARTNERSHIPS - INTERGOVERNMENTAL COOPERATION (POP. 50,000 -)

**John E. Moore, Jr.**  
TOWN MANAGER  
HERNDON

and

**Rob Stalzer**  
FORMER TOWN MANAGER

UPCOMING  
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NOVEMBER 13, 2002  
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The Last Mile to  
Virtual Communities

DECEMBER 11, 2002  
WILLIAMSBURG



Stormwater  
Management: Phase II

DECEMBER 2002  
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## FOIA and the Web

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Like the formulation of any good policy, an approach must be well-thought out, and not developed merely as a quick response to a hypothetical harm. Above all else, a policy should be the result of an exercise of balancing competing opportunities and challenges.



*The author is executive director of the Virginia Freedom of Information Advisory Council (<http://dls.state.va.us/foiacouncil.htm>). This article summarizes her presentation to members of the Virginia Local Government Web Alliance on September 4.*

*Contact the Council at 804-225-3056; (toll free) 1-866-448-4100; or [foiacouncil@leg.state.va.us](mailto:foiacouncil@leg.state.va.us). ▼*

## Abbreviations

Below is a list of acronyms used in this issue of **THE COLUMN**.

**ACIR**

Virginia Advisory Committee on Intergovernmental Relations

**CEI**

Civic Engagement Initiative

**ICMA**

International City/County Management Association

**UVa**

University of Virginia

**VACo**

Virginia Association of Counties

**VCU**

Virginia Commonwealth University

**VML**

Virginia Municipal League