

Virginia Town & City

VOLUME 13 • FEBRUARY 1978 • NUMBER 2

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Editorial

SOCIAL SECURITY LEGISLATION

Social security is important to almost every American family. Over the years, Congress has devoted much time and effort to social security financing in order to assure that funds will be available to meet benefit payments as they fall due now and in the future.

The 95th Congress has passed legislation aimed to reverse the trend of the last several years when more has been paid out in benefits than has been taken in in contributions, sharply reducing financial reserves. The current financial difficulties stem from a number of factors. The unemployment rate has been high, thus there have been fewer persons in the work force to pay into the system. A trend toward earlier retirement and an increase in average life expectancy have resulted in a growing percentage of older persons in our society and more retired people entitled to draw social security benefits. Furthermore, benefit payments go up automatically with the cost of living and have outstripped increases in contributions.



Generally, the legislation passed by this Congress raises social security taxes for both employers and employees, with the increase divided between the tax rate and the wage base—the amount of wages subject to the tax. This splits the burden between lower income workers, who are more affected by rate increases, and higher income workers, who are more affected by wage base increases.

By fully financing the expected costs of the system from social security taxes, the legislation will avoid the kind of deficit financing that is often criticized in other programs paid for from general revenues. Also, the tax money will ultimately go back into the economy in terms of benefits paid to retirees.

Another provision of the legislation requires that a plan be developed for coordinating social security and civil service or other federal government retirement systems, and for gathering information on the impact of mandatory social security coverage on state and local government employees. As the studies progress, employees and organizations will have an opportunity to participate in the development of a fair and workable plan to bring government employees into the social security system. Many complicated issues will have to be resolved in the study, for example, the costs to states and localities, adjustments to existing state and local retirement and disability systems, and legal and constitutional barriers to full participation in the federal system.

The plan for federal employees must be presented to Congress within two years, and then I would expect Congress to enact it and bring them into the social security system, and perhaps the remaining state and local government employees as well. With few exceptions, Virginia's government employees are covered under social security.

Meeting the higher costs that will be required by the new legislation will not be pleasant, but it is necessary if the social security system is to keep its promise of protecting older people after they retire.

A handwritten signature in dark ink that reads "Joseph L. Fisher". The signature is written in a cursive, flowing style.

Joseph L. Fisher
4th District
House of Representatives
United States Congress

Virginia Town & City

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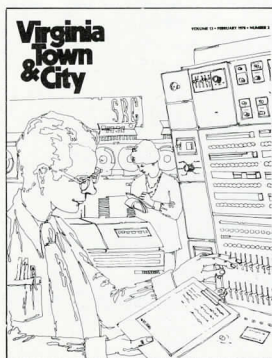
VOLUME 13 • FEBRUARY 1978 • NUMBER 2

- 5 THE COMPUTER AS A MANAGEMENT TOOL
- 6 THE COMPUTER AS A POLICY TOOL
- 9 UNIFORM FISCAL REPORTING
- 11 VML AWARDS PROGRAM
- 18 A-95, AN OPPORTUNITY

DEPARTMENTS

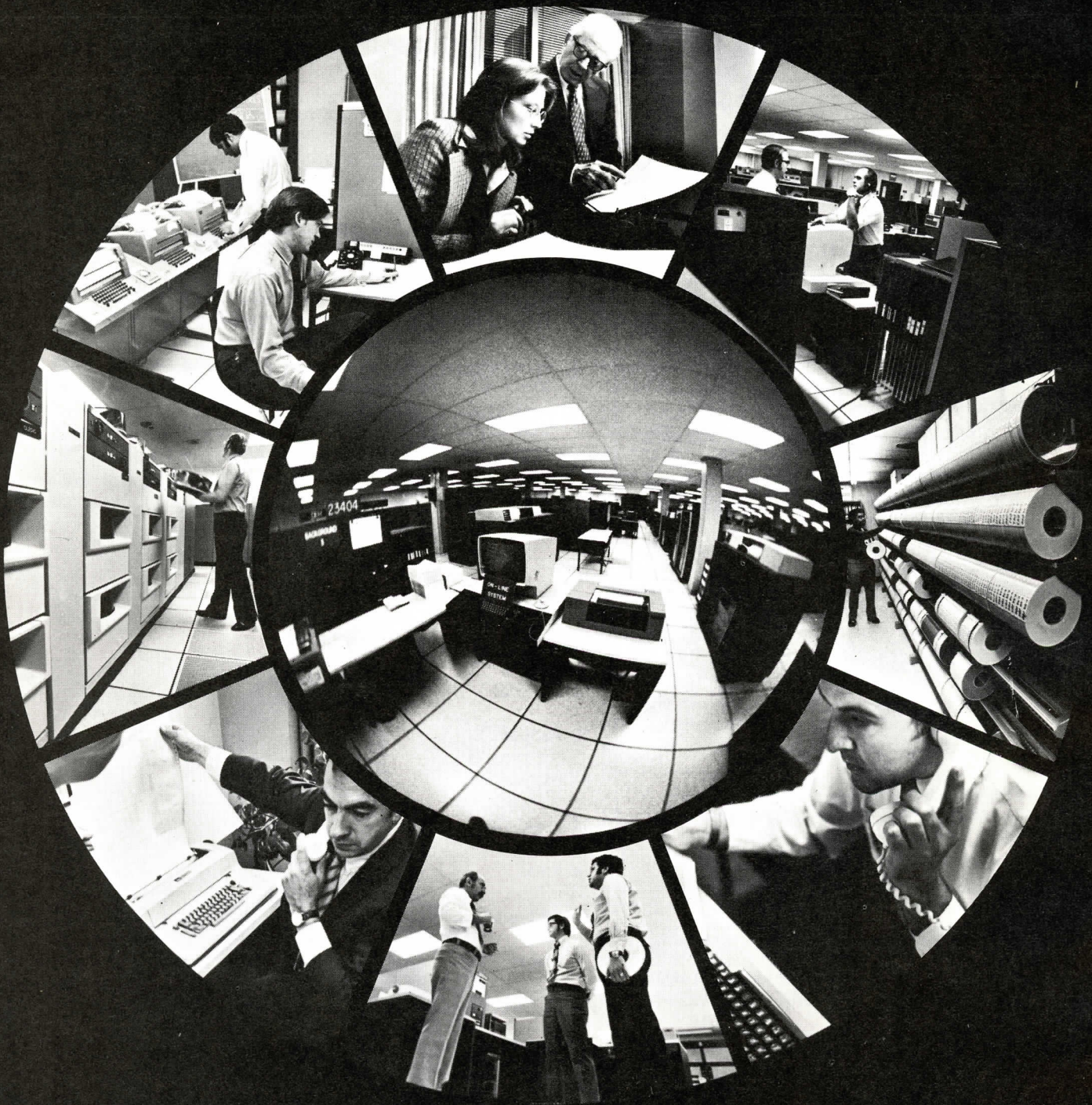
- 2 Editorial
 - 10 People
 - 11 Marketplace
 - 14 Legal Guidelines
 - 14 Ideas
 - 16 Calendar
 - 20 Places
 - 21-23 Directories
-

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ON THE COVER: Sketch and inside photos courtesy of The Service Bureau Company, a data services division of Control Data Corporation.

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THE COMPUTER AS A MANAGEMENT TOOL: THE "SECOND" MANAGER

By RICHARD E. ZODY

Despite the fact that computers were first used as a tool in the public sector dating back to World War II, only in recent years have they begun to gain acceptance as a public sector management tool. Increasingly, public agencies are finding that computers can be a powerful tool for helping to resolve the problems arising out of the growing disparity between public responsibilities and the resources available for the fulfillment of those responsibilities. Yet, many small jurisdictions are victims of their size and cannot afford even the minimal EDP, (electronic data processing), necessary to assist them in managing their scarce resources. In an effort to realize the benefits of computers, some jurisdictions are exploring cooperative relationships with other public agencies. At Virginia Tech, for example, students, staff, faculty and representatives of various jurisdictions are working together to resolve the EDP needs of the jurisdictions and to achieve some economies of scale in the process. It is anticipated that these jurisdictions ultimately will achieve their objectives and that other jurisdictions will benefit from this pioneering, cooperative experience. To a large extent, their underlying motive is to improve the administration efficiency and effectiveness of public jurisdictions in the management functions of planning, organizing, staffing, directing, coordinating, reporting and budgeting.

The essence of management planning is to subject problems to hard-nosed, rational thinking. If a problem can be represented systematically, then a computer can be of considerable value. Fire station locations, for example, can be precisely located to meet the greatest real need rather than perceived need. In some instances, when tied with a complete analysis using existing hardware (machines) and software (programming aids), the decision may be made to not build a fire station but to utilize other more efficient alternatives. Land management and planning is often a major consumer of the time of elected

and appointed officials but with REIS, (Real Estate Information System), officials can electronically ascertain answers to a variety of questions regarding land use and status. A number of modern management techniques such as PERT, (Program Evaluation Review Technique), or CPM, (Critical Path Method), enable the user to determine the best utilization of personnel and other resources. However, these techniques often require computers. Consequently, those jurisdictions which lack EDP usually cannot avail themselves of these useful management techniques.

Although most jurisdictions retain a traditional organizational structure, others are exploring newer designs such as the matrix and consociated models. These alternative methods of organizing resources, (personnel and funds), to accomplish public duties and responsibilities are facilitated by the analytical capabilities of computers. Public managers may explore a variety of organizational models on a computer to determine the most appropriate resource mix for a particular problem or set of problems. It is unlikely, for example, that the reorganization potential of a program budget can be realized without the use of a computer. Computers also have been used to explore the organizational implications of different citizen proposals by addressing issues related to representational modes and resource requirements.

Perhaps the primary and most common management use of computers considered by public agencies is that of paperwork and records. Although there is a substantial amount of public concern about "paper shuffling" by public employees, it may be a misplaced concern. Much public paperwork is an important, direct result of public demands for accountability and responsibility. As a result, public agencies must keep extensive records. Today, however, many of these records are not on paper but key-punched cards or computer tapes. In addition to space and work-effort savings, such recordkeeping yields faster and more accurate analyses. Another growing use of computers exists in the movement toward automated property tax assessments and recordkeeping. Although this EDP usage has been heavily criticized, most of the criticisms appear to reflect self-interest rather than the public's interest. Automated tax systems are faster, more accurate, less expensive and less subject to abuses than the traditional methods. Auditing and cost-accounting provide additional opportunities for using EDP. With the development of both performance auditing and cost-accounting in the public sector, many jurisdictions find EDP advantageous if not essential in providing performance and accounting information to the public. Moreover, public managers become more aware of potential and/or developing problems in performance and costs.

The staffing function of public agencies is another area in which EDP is becoming an essential tool, particularly in larger jurisdictions. The tasks of recruitment, selection, retention and retirement may be handled more skillfully through the use of computers. Test analyses, selection criteria satisfaction, training needs, retention standards and retirement analyses are some of the activities which can be han-

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dled by computers. One of the more productive uses of EDP in personnel matters is its use in exploring the ramifications of alternative remuneration and fringe benefit packages. Many governments are in, or heading for, fiscal difficulties because of a failure in the past to fully explore the life-cycle costs of various packages. As a result, current and future public problem options are substantially reduced by the fiscal demands arising from personnel packages adopted in the past. Where governmental units face formal public employee unions, such analysis are essential to the preparations for the bargaining table and the dynamics of bargaining. It is unfortunate that all too many units of government must have public employee unions before they begin undertaking these complex analyses with the necessary assistance of EDP.

Computers can assist authorities in fulfilling the directing function in both the general and particular sense. Increasingly, the complexities of contemporary decision-making require analyses which exceed the capacities of any individual. Since a major advantage of the computer is its awesome memory, (information storage capacity), the computer is helpful particularly in analyzing the large amount of information required to make decisions in complex problems. In a capital facilities project, for example, a computer can ascertain the best sequence of events from the decision to construct a facility to its occupancy and denote significant decision points for the manager. Once the project is underway the chief administrative officer need only confer with the project manager at the significant decision points or whenever critical problems arise. Thus, in the particular sense, the computer can assist public managers in managing by exception.

The use of a computer as a coordination tool requires a clear specification of the processes or activities being coordinated. As a result, computers are useful especially in tasks such as work-flow analysis or in the support of operations such as water, traffic and fire control. The computer also may be used to coordinate personnel and other resource assignments in complex projects. By reducing the time lost due to the lack of personnel or other appropriate resources, EDP reduces overall public costs.

EDP is particularly valuable in fiscal and financial management. Regardless of budget format, there are few jurisdictions where EDP will not be of value in virtually every aspect of this critical management area. A jurisdiction which uses "shoe box" fiscal and financial management is doing itself and its citizens a serious disservice. Jurisdictions which are considering the implementation of zero-base or program budgeting will find that EDP is necessary to manage and use the large array of information generated by these budgetary systems to realize their potential. Moreover, if a proposal under consideration by the Commonwealth's Revenue Resources and Economic Commission receives legislative approval, Virginia jurisdictions eventually will be served by an EDP fiscal information system which should assist them in their fiscal and financial management, if they are equipped for this system.

In essence then, computers can be used as a "sec-

ond manager" to assist the chief administrative officer and others in the traditional public management functions. It is this assistance which can help to reduce the disparity between public needs and public resources by providing more time for public managers to do what a computer cannot do—make judgments about the interpretations of policies, priorities and issues of implementation which affect the human condition. Clearly, these judgments and the data foundation to make them are facilitated when the jurisdiction is using a computer as a management tool rather than as an adding machine or a printer.

THE COMPUTER AS A POLICY TOOL

By LEONARD J. SIMUTUS

The computer has played only a minor role to date as a policy analysis tool for local government. Several sets of changes in the decision-making environment and in technology which point to computers and in the sophisticated analysis techniques which they support show an increasingly important role in policy analysis at the local and regional levels of government. Such forecasts of increased computer use have been heard before from both public officials and equipment manufacturers, but there seems to be good reason to hold a degree of optimism for the long-promised benefits of employing computer techniques.

One of the major reasons for optimism is the improved price/performance ratio for computer equipment, which is likely to continue dramatically over the next several years. Powerful computer systems can now be purchased at one tenth the cost of a comparable system ten years ago. Minicomputers have continued to improve in storage capacity and speed, and in terms of cost, are well within the reach of nearly all municipalities. Finally, computers or terminals at remote sites tied to a centrally-located large computer system by telephone lines have put the most sophisticated computer capabilities within easy reach. We are now seeing the concurrent development in the computer industry of significant hardware improvements at both ends of the market, minicomputers and supercomputers, and by the 1980's there will be computers capable of processing billions of operations per second.

Many municipalities find themselves today with computer systems purchased during the late 1960's

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and early 1970's which are no longer adequate to meet the workloads, yet have very high costs associated with their operation. Considerable development probably has already been put into computer programs and data files whereby local governments may be reluctant to lose the investment of staff time and equipment. In far too many instances, the prevailing attitude is that the current system may not do much and may cost a lot, but at least it works most of the time, so the temptation is to leave well enough alone. With the current scarcity of skilled personnel interested in working with computer systems in local government settings, there seems to be even more reason to be cautious about undertaking significant system changes.

As a consequence of these factors, in most municipalities the computer is used only as a device to automate clerical procedures, such as accounting, billing and records management. The computer systems were probably installed not to do things differently, but to do them faster. As a clerical aid, computers have performed their limited functions quite well in most settings. In this respect, the experience of local government parallels the early stages of computer use in the private sector, with the emphasis on computers as accounting machines to carry

out clerical tasks, but with very little attention to doing anything but the most straightforward business tasks.

It is only when the computer is thought of as an enhancement to the analytical as well as to the clerical tasks performed by local government that the need for more sophisticated, rather than simply faster, equipment, becomes an important issue. Many municipalities now find themselves in need of far more analytical capability than can be provided by their current computer system. There is an increasing clerical workload which needs to be met, but there is also an increasing need to manage existing government resources more efficiently, to forecast future community needs more accurately and to evaluate current and past government programs more convincingly. All of these tasks need to be carried out today in a political environment of increased visibility and accountability.

Many of the new analysis and evaluation procedures either required by law or voluntarily adopted by local governments are highly dependent on access to large amounts of data. More often than not, the data required are different from those normally a part of existing clerical procedures. Thus, new sources of data need to be developed and proce-

dures for storing and updating the information need to be implemented. A common occurrence of this difficulty is in the development of geographic base files for analyzing data on land use, population and service delivery by parcel or street address. In order to analyze these characteristics by localities, x-y coordinates need to be assigned to each parcel and street segment. The time-consuming task of coding data from existing maps and files appears so overwhelming, that most municipalities do not even attempt their development. Yet geographic base files are an essential element in applying sophisticated approaches to spatial analysis of land use and service delivery trends.

Local government officials need no convincing that timely, accurate information is essential in their decision-making. We are coming to find that there are also many policy analysis tasks which do not depend simply on more data but rather on different data used in different ways at key points in the analysis process. There is now increasing emphasis on providing data in formats which allow for significant changes and enhancements to the traditional patterns of analysis—doing things differently, and not just faster.

This emphasis views the computer as an aid to decision-making by government officials rather than as a replacement for them by automating the decision-making process. Attempts to enhance the decision-making capabilities of government officials in this way recognizes that one of the most important characteristics of professional experience is the ability to use inference and judgment in the selective interpretation and analysis of a limited amount of data. The attempt, then, is not to analyze all data exhaustively, but to carefully select and interpret only the key data needed, and to rely heavily on the experience and insight of the experienced public official. By emphasizing selective, limited data acquisition, perhaps the trend towards having too many useless numbers to store can be reversed. By emphasizing a heuristic approach, which depends on the judgment skills of experienced professionals, some of the wariness of computers and their role in decision-making can be lessened.

For any of these approaches to have significant impact in policy analysis, it will require that computer systems be available to support the analysis and data inquiries, and that government officials be familiar with the advantages and shortcomings of the various analysis approaches. In the current setting this is asking quite a bit, but even in the short run, both the equipment and trained personnel will be available, so local governments should prepare to take advantage of these gains as they consider equipment replacement or initial acquisition. It is not enough to rely on the equipment manufacturer or current computer staff to define equipment configurations which are appropriate for local settings, given advances in technology and analysis. To fully take advantage of the changes in the computer world requires far more than a modest incremental upgrade to the current machine. In most instances, however, substantial improvements in processing capability can be made within reasonable costs, given

the improvements in equipment price/performance ratios.

Students being prepared for employment in the public sector, particularly at the graduate level, are being trained to use the computer as a problem-solving tool without the awe and suspicion which characterized earlier introduction to computers. They are now being trained to see the computer as one of several analytical tools which can help structure a problem and its solution. While they are not being encouraged to expect that the analysis techniques they have learned may be directly applicable in their first position, particularly in local government, they are being encouraged to anticipate the wide availability of computer capability over the next ten to fifteen years. Thus, the use of techniques now being applied are only on an experimental basis. This new generation of students, in contrast to earlier ones, sees the computer not as *the* answer but as one essential way of analyzing the problem.

Because of the expense of data acquisition and the lead time needed to prepare and test computer-based approaches to policy analysis, there are few examples of successful application of the new techniques. Where they have occurred, they have benefited from federal funds for support of data acquisition and computer analysis and probably could not have been carried out had they relied only on local resources. There seems to be good reason to be optimistic over the long term, however, and if we can continue to define and differentiate between those phases of decision-making which are best handled by professional persons and those most appropriate for computer analysis, then the best kind of association between people and machines can be accomplished. The key question when local government officials are determining how to proceed with their use of computers should be what can be done differently, not what can be done faster. The answer to this question moves us out of the world of accounting machines and into the world of decision-aids by computer.

HELP!

If you change your address, please inform the League office. It costs the League 25¢ each time the Post Office corrects an address. Your help will be appreciated ... and your subscription to *Virginia Town & City* will not be interrupted.

VML Reports

Three reports are available at the League office: Water and Sewer Rates, Report # 557; Election Composition of City and Town Councils in Virginia, Report # 556; and the State-wide Salary Survey, a special joint report by the League and the Virginia Association of Counties.

UNIFORM FISCAL REPORTING

By DR. JOHN L. KNAPP and
SARAH G. HOPKINS

In May, 1977, the Revenue Resources and Economic Commission established a Subcommittee on Local Fiscal Reporting. The need for such a committee had become apparent as legislative committees and commissions and local government organizations, such as the Virginia Municipal League, sought to analyze the financial picture of local governments, both individually and collectively, in an effort to determine the financial needs of Virginia's localities. These groups were hampered by the lack of uniform data currently existing at the state level related to local revenues and expenditures.

There are many advantages of having data uniformly reported and some are quite obvious. For example, the data can pinpoint functions of like-sized localities where discrepancies in expenditures exist and further analysis should be sought. Uniform reporting will prove valuable in measuring the level of state and federal participation in particular functions, as well as in making comparisons of state and federal funding between local governments. In addition, uniform reporting will aid in developing local fiscal impact statements for proposed legislation at the state level. Without adequate information about the financial affairs of local governments, it is difficult for the state government to know, much less deal effectively with, the financial problems of its political subdivisions. Although a good data base does not assure accurate analyses, it certainly promotes achievement of that goal.

The Subcommittee on Local Fiscal Reporting has undertaken to modify and expand the reporting system now used by the Auditor of Public Accounts in its annual comparative costs of city/county governments. In developing concepts and reporting procedures, the Subcommittee has worked closely with the Auditor of Public Accounts, 26 representative local governments, local government organizations, private CPA firms which perform governmental auditing and the Governments Division of the Bureau of the Census. The Subcommittee is greatly appreciative of comments and suggestions it has received from these groups. The success of this project is contingent upon the continuation of their valuable assistance.

Although the Subcommittee feels that having statewide information on all local governments—incorporated towns, cities and counties—is very important, it decided that the reporting system should

first be developed for cities and counties. All cities and counties have full service local governments, whereas towns generally have governments with limited functions; in particular, most towns do not finance public education. It was felt that major compromises would have to be made in the reporting format if counties, cities and towns were put on a comparable basis. Furthermore, in terms of dollar amounts, or budgets, town finances are relatively much smaller than those of cities and counties. Of the 189 towns, 176 have populations below 5,000 and nearly 90 percent have populations under 2,500. The small towns with populations under 5,000 account for only 1.8 percent of revenue raised from local sources among the local governments in Virginia. The Subcommittee goes on record as acknowledging the need for developing state statistics on towns but feels that such a system should be handled as a separate project to be pursued at a later time.

Uniformity is the key word to a good local fiscal information system. A reporting format must be developed which provides a clear and comprehensive definition of each expenditure function and each revenue classification. Other procedures, such as the accounting basis for reporting, e.g., accrual or cash, must also be prescribed. Achieving uniformity is vital for the success of a local fiscal reporting system and will be dependent upon two factors. First, the responsible state agency, the Auditor of Public Accounts, must provide adequate explanations, training and assistance at the three stages of the process, reporting, collection and compilation. Second, local governments must make concerted efforts to cooperate and supply the required information.

The reporting format as proposed by the Subcommittee requires local governments to record all dollars flowing through that particular local government. Careful attention must be taken to ensure that no dollars are counted twice for reporting purposes as they flow from one fund to another within the local fund structure. Expenditures are classified according to the purposes for which the expenditures were made in order that the local government may inform its citizens, as well as its officers, how tax monies are used and the cost of services provided. Thus, expenditures are categorized into twenty-four functions and, to the extent practical, all operating costs of each function are included, e.g., employee benefits, departmental overhead and all administrative costs connected with the function which can be isolated. Major capital outlay costs, debt service and enterprise activities are reported separately. The expenditures for each function will also be reported according to the sources of revenue used for making the expenditures, i.e., categorical state and federal aid, charges for services. On the revenue side, revenues are reported by source. They are also grouped for summary purposes according to whether they originated at the local, state or federal level.

In order to provide a more complete picture of revenues and expenditures relative to particular functions in each locality, the data submitted by each local government will be supplemented with data showing direct expenditures made at the state level on behalf of the locality. For example, the state di-

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rectly funds a portion of the cost of retirement for teachers. In order to get a true picture of the cost of education in a particular locality, these retirement costs should be included. Since these dollars do not flow through the local government, they cannot be accounted for in a local report. The local reporting system will be expanded, however, so that this type of information is supplemented at the state level.

The Subcommittee is also aware of the several reporting requirements made of local governments. Where possible, an effort will be made to consolidate local reporting and to ensure uniformity. At a minimum, obvious discrepancies between various reports will be clearly footnoted as to the reasons for differences. With this information, the users of the reports will be less likely to make erroneous comparisons of data.

The success of the reporting process is also dependent upon a good local accounting system. Data must be reported in such a way that differences which may appear when comparing spending and revenue effort are real differences and not due to variations in accounting and reporting practices. Generally accepted accounting standards for local governments have existed since 1934. Two groups now share jurisdiction over the standards and their publications provide the basis for a comprehensive governmental accounting system. The National Council on Governmental Accounting (NCGA) has issued *Governmental Accounting, Auditing, and Financial Reporting (GAAFR)*. The NCGA's principles of accounting as contained in *GAAFR* are recognized as establishing the "generally accepted accounting principles" as applied to governmental units. The American Institute of Certified Public Accountants (AICPA) has published the *Audits of State and Local Governmental Units* which is also known as the *Audit Guide*. The body of principles contained in the *Audit Guide* represents the generally accepted auditing standards (GAAS) as recognized by the accounting profession. Generally, the AICPA and the *Audit Guide* recognize the authority of NCGA and *GAAFR*, although there are differences in emphasis and detail. It should be noted that NCGA is in the process of restating *GAAFR* which was last revised in 1968. The restatement project constitutes a "modest revision" to update, clarify, amplify and reorder *GAAFR* with an important objective of incorporating pertinent aspects of the *Audit Guide* which was first published in 1974.

The Revenue Resources and Economic Commission Subcommittee on Local Fiscal Reporting strongly endorses the use of "generally accepted accounting principles" (GAAP) by local governments. GAAP is not a static body of knowledge; the principles are periodically modified and clarified in an effort to update the thinking on the basic principles in accounting. It is to Virginia's advantage to keep in step with GAAP which has widespread acceptance and acknowledgment as the primary source for authoritative principles of public accounting. A manual will be prepared for use by Virginia localities which outlines what GAAP is, clarifies any ambiguities and sets forth the recommended principle where different approaches are stated by

GAAFR and the *Audit Guide*. The Subcommittee feels very strongly that all local governments should strive toward adopting "generally accepted accounting principles." While such changes may slightly impair comparisons for a particular locality over a long period, it is felt that major emphasis should be on comparability among localities within one fiscal year. It is also recognized, however, that for some local governments an immediate change which embraces all such principles would be costly both in the short run for the initial change and in the long run for qualified staff. Although the Subcommittee has acknowledged the problems created for some local governments in making immediate change to an accounting system which totally implements the principles set forth in *GAAFR*, it assumes that the Auditor of Public Accounts and private audit firms will offer the assistance needed by local governments to move toward acceptance of all "generally accepted accounting principles" (GAAP). Adherence to GAAP is a major tool in achieving uniformity.

The timing of the reports, i.e., when they are to be submitted by the localities, as well as when the summary report is available to the public, is also important. Presently, audit reports for all cities and counties are not completed until one year following the fiscal year for which the audit is made. The distribution of the audits falls evenly over this time frame. Although this time frame is thought to be unnecessarily long, the desire for timely reports on local fiscal data must be weighed and balanced with what is feasible for the local governments (consideration of their resources, both time and money) as well as what will allow for collection of good data. At this time, the Subcommittee has recommended that all counties and cities submit their audit report and reporting form to the Auditor of Public Accounts as soon after the close of the fiscal year as possible and no later than November 30. It is hoped that localities and auditing firms will strive for an even shorter time frame. It is recommended that the summary report prepared by the Auditor of Public Accounts should be available to legislators, local governments and the general public by the end of January.

Although the summary report of comparative cost is a valuable tool, the Subcommittee feels that this should only be considered as one outgrowth of the reporting by localities. All data submitted by localities will be computerized so that timely retrieval of the more detailed information will be possible. Interested state agencies, academic institutions and local governments and their organizations should have access to the information for purposes of detailed analyses.

A detailed discussion of the concepts of a uniform local fiscal reporting system is found in the Subcommittee's report to the Governor and the 1978 General Assembly Session, as well as recommendations on some specific issues that must be addressed, (e.g., the method of accounting, treatment of funds and interfund transfers, capital outlay). The report serves as an interim report. The Subcommittee plans to continue its work and develop the concepts embodied in the report into the specifics of a uniform local fiscal reporting system.

VIRGINIA MUNICIPAL LEAGUE

ACHIEVEMENT AWARDS PROGRAM

The Award

Recognizing that localities in the Commonwealth strive towards improving municipal service, the Virginia Municipal League, through the Achievement Award, wishes to honor these endeavors. The entry for a given award should be innovative and structured to meet specific needs and desires of your locality.

Eligibility

Any member locality, town, city or urban county, is eligible to enter the VML Achievement Awards Program.

Categories

Awards will be given in six areas that parallel the VML policy committees. The categories are the following:

- Community Development (housing and urban renewal)
- Effective Government (finances, management, training programs)
- Environmental Quality (water quality, local planning and land use, energy use, solid waste management)
- Human Resources (child care programs, health care, alcohol and mental health programs, recreational services, education)
- Public Safety (court system, fire and rescue services, emergency preparedness, law enforcement)
- Transportation (streets and roads improvement, public transportation systems, bicycle ways, transportation of the handicapped)

Criteria for Judging Entries

- Maximum six double-spaced typed pages to explain the entry
- Use of black and white photographs
- Use of camera ready graphs, charts and architects' renditions, etc.
- All entries must have four copies of all visual materials
- All entries must be signed by the chief elected official (mayor, board chairman)

Judging

The entries will be judged by a special committee whose members are selected for their expertise in the areas of the awards.

Presentation of Awards

Awards will be announced in September and appropriate recognition will be given to each recipient during the VML Convention Opening Session. In addition, the awards will be highlighted in the Convention issue of *Virginia Town & City Magazine*.

How to Enter

All entries must be received by the Virginia Municipal League, P. O. Box 753, Richmond, VA 23206, no later than May 1, 1978. It is our hope that you will support this program and take this opportunity to be recognized for outstanding municipal service.

People

Rasmussen Appointed

DAVID L. RASMUSSEN was appointed Chief of the Data Analysis Division for Arlington County. Rasmussen was formerly chief of the administration and support branch of the Fairfax County Office of Research and Statistics. He assumed his new position on December 19. He will be in charge of all data processing operations and systems analysis functions for the County, and will coordinate operations with other County departments, local governments and various outside agencies. Rasmussen holds a bachelor's degree in labor management relations from Pennsylvania State University and a master's degree in public administration from American University. He has also been affiliated with American University and Group Hospitalization, Inc.

Stone Voted by ICMA

KATHRYN H. STONE, director of the Program on Human Resources at the Washington Center for Metropolitan Studies, has been voted an honorary member of the International City Management Association. "Ms. Stone has a strong record of support for professionalism in local government," noted ICMA President Jacques Perreault in announcing her selection as honorary member of the 7,000 member association for city managers, county managers and directors of councils of governments. She is co-author, with her husband and Donald K. Price, of two classic books in the field of local government: *City Manager Government in the United States* and *Case Studies in City Manager Government*. Ms. Stone is well known in Virginia as the first woman legislator in modern times, having served twelve years as a member of the General Assembly. She has also been active nationally in the League of Women Voters, serving as an officer from 1944-1950, including service as a vice president from 1948-1950.

Haywood Named

Fairfax County Executive Leonard Whorton named VERDIA L. HAYWOOD of Richmond to be Executive Assistant to the County Executive. He will replace Theodore J. Wessel, former Executive Assistant, who was named Director of the Office of Comprehensive Planning in July. Haywood

has been a senior budget analyst in the Richmond City Budget Bureau since September, 1974. He initially was hired by the City of Richmond as a management intern in the city manager's office in August, 1971. He was responsible for analyzing budget requests of major city agencies and for assisting the city manager, director of the budget and agency directors in administration and financial control of adopted fiscal plans. A native of Water Valley, Mississippi, Haywood received a B.S. degree cum laude from Alcorn State University in Lorman, Mississippi, concentrating in political science and economics. In the summer of 1968, he attended the Economic Institute at Tulane University, New Orleans, on a Ford Foundation Grant. He received an M.A. in public administration in 1972 from the University of Illinois, where he was honored with an Illinois State Urban Fellowship. Since September, 1974, he has been a part-time instructor in municipal budgeting and finance administration in the Urban Studies Program at Virginia Union University, Richmond, in addition to his work in the City government. Haywood assumed his new duties on January 3.

Galloway Appointed

The Town of Pearisburg appointed ALFRED LEE GALLOWAY Town Manager. He holds a B.A. degree in political science from the University of North Carolina. Previous to taking the position in Pearisburg, Galloway was assistant city manager in Dunn, North Carolina. He has been affiliated with the City of Dunn since July, 1973 when he was appointed assistant city clerk-tax collector. He became city clerk-tax collector in July, 1974 until his appointment to assistant city manager in January, 1977. Galloway is a member of the International City Management Association and the International Municipal Clerks Association. He was honored as Dunn's Outstanding Young Man of 1976 and also Outstanding Young Man of America the same year.

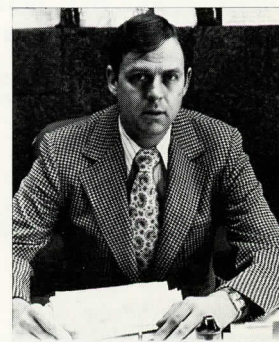
Fire Chief Frost Retires

Waynesboro Fire Chief K. M. "JACK" FROST retired on December 31. Chief

Frost's career in firefighting began in 1939 when he became a member of the volunteer fire company in Christiansburg, his home town. In 1940, he joined the paid firefighting unit of the Hercules Powder Company, now Radford Ammunition Works. Chief Frost began traveling the state for the Fire Service Training of the State Board of Education in 1958 and in 1961 became Waynesboro's fire chief. Chief Frost is a member of the State Fire Chiefs Association of Virginia. Seldon S. Weedon succeeds Frost as Waynesboro's fire chief.

Chase City Vacancies

Town Manager BURNLEY TAYLOR resigned his post effective December 31. Taylor had been with the Town since 1973. Councilman L. C. DANIELS also resigned from Council in November.



Taylor Named Police Chief

JAMES R. TAYLOR, City Manager of Newburgh, New York, was appointed Petersburg Police Chief. A native of Lansing, Michigan, he holds a B.S. degree in police administration from Michigan State University. Except for his 31 months as city manager of Newburgh, Taylor has spent his career in law enforcement. He took over the Newburgh police department as commissioner in February, 1974 and in May, 1975, was asked by the Newburgh City Council to take over the city manager's post. Taylor has also served as director of public safety in Richville, Minnesota and as chief of police in Eaton Rapids and Wyoming, Michigan. Taylor succeeds Marion A. Lewis, Jr., who resigned March 21. Since that time, Captain Wayne S. Shields has been in command. Taylor's appointment was effective February 1.

Ferrell Appointed

Big Stone Gap Town Council appointed **GEORGE F. FERRELL** to the post of Town Manager. With an impressive background in municipal finance, Ferrell was formerly director of finance, Roanoke County and has also held the position of treasurer and chief accountant for the City of Salem. He attended the University of Wisconsin, and National Business College and Virginia Western Community College, both in Roanoke. Ferrell, whose post was effective the first week of January, filled the vacancy left by Ayers Shortt, who resigned June 30.

Mayor Whitehurst Named

MARIAN P. WHITEHURST, Mayor, City of Chesapeake, was named Outstanding Woman of the Year by the Southeastern District of Women in Chambers of Commerce. The announcement came at their Annual District Conference held in Charleston, South Carolina. Twelve southeastern states are included in this district. Mayor Whitehurst, active in local government, was chairman of the employment and income security policy

committee of the Virginia Municipal League.

Remington Appoints

GRAY S. PARKER, a planner for Fauquier County, was the choice of Remington's Town Council to complete the unexpired term of Councilman John F. Groves. Groves relocated and is no longer a town resident. Parker will serve until new councilmembers take office July 1.

Manager Appointments

BYRON E. HANER was appointed City Manager of Colonial Heights effective January 9. A native of Morlette, Michigan, Haner retired with the rank of major from the U.S. Air Force in 1967. That same year he was appointed assistant city manager of Roanoke. In 1972, he was appointed city manager of Colonial Heights but returned to Roanoke in 1973 as city manager.

H. BERNHARD "BERN" EWERT succeeds Byron E. Haner as city manager of Roanoke. A native of Kansas City, Missouri, he holds a B.A. degree from the University of Missouri. He entered municipal government as deputy city

manager of Charlottesville in 1971. In 1976, Ewert was appointed town manager and chief executive of Stratford, Connecticut. He assumed his duties with the City of Roanoke on January 30.

Frye Elected

D. BART FRYE, JR., Executive Director of the Portsmouth Redevelopment and Housing Authority, has been elected Vice President of the National Association of Housing and Redevelopment Officials. With his election, which occurred at NAHRO's national meeting in Minneapolis in October, he is eligible to succeed to the presidency.

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Legal Guidelines

INTERIM ZONING ORDINANCES, PART II

By HOWARD W. DOBBINS,
General Counsel

A case which will be of interest to localities is one in which the Virginia Court considered the grandfather clause for exemption from taxation under the 1971 Constitution of property owned by charitable or benevolent associations. In *Manassas Lodge No. 1380, Loyal Order of Moose, Incorporated, et al v. County of Prince William*, 237 S.E. 2d 102, the Lodge property clubhouse was erected in 1956 and enlarged in 1964. Prior to 1970, it was not assessed for taxation but in that year the county placed it on the tax rolls and assessed taxes against it for 1970 and each subsequent year.

Although the Lodge's charter stated that its purpose was "purely benevolent and exclusively charitable", the trial court ruled that the Lodge failed to carry the bur-

den of proving that statement. On appeal, the Virginia Supreme Court held that under the Constitution of 1902 which was in effect when the Lodge was chartered, the Court in prior decisions had applied a rule of liberal construction with respect to tax exemption for property belonging to charitable or benevolent associations and used exclusively for lodge purposes and meeting rooms. The 1971 Constitution brought about a change to this approach to tax exemption problems and provided that such property would be exempted from taxation only by a three-fourths vote of the members of each house of the General Assembly and subject to such restrictions and conditions as may be prescribed by the General Assembly, [Article X, Section 6(a) (6)]. Such article further provides that exemptions from taxation as established or authorized thereby shall be strictly construed. However, Article X, Section 6(f) contains a grandfather clause to the effect that all property exempt

from taxation on the effective date thereof shall continue to be exempt. The Supreme Court held that the grandfather clause controlled this case and therefore the Lodge was entitled to the benefit of the liberal rule in the determination of whether it carried its burden of proving its property should be exempt from taxation. Applying that liberal rule, the Court relied on its earlier decisions that "the controlling factor was the dominant purpose in the use of the property", and concluded that the Lodge's evidence showed that charity or benevolence was the dominant purpose in the use of the property and therefore the Lodge is entitled to have the property exempt from taxation. The Court pointed out, however, that each case of this type must be decided on its own particular facts.

Howard W. Dobbins

Ideas

Housing

PLAINFIELD, NEW JERSEY (46,900), has negotiated with the Federal government to acquire a large number of structurally sound, abandoned dwelling units which are Federal Housing Administration and Veterans Administration foreclosures. Plainfield has hired unemployed local residents with Public Service Employment funds to refurbish some of these homes. The money received from the sale of these homes is put in a revolving fund which provides for further rehabilitation. Other rehabilitation work is done by contract out of the same revolving fund. (Contact: Lawrence

Bashe, City Administrator, 515 Watchung Avenue, Plainfield, New Jersey 07061.)

Management

SANTA ROSA, CALIFORNIA (65,000), has trained several staff members in techniques of assessing productivity levels and identifying improvement opportunities. Measurement studies have been made of the parks and recreation department and the field services division of the public works department. (Contact: Michael Gleason, Assistant to the City Manager, P. O. Box 1678, Santa Rosa, California 95403.)

CLEARWATER, FLORIDA (52,000), has enacted an ordinance which requires detailed community impact statements for all projects exceeding \$500,000. These statements are designed to guide the city's orderly development by assessing in advance the impact of development on many key services and environmental areas. (Contact: Picot Floyd, City Manager, P. O. Box 4748, Clearwater, Florida 33518.)

Personnel

WINFIELD, KANSAS (11,000), allows partial payment for unused sick leave.

The project has been undertaken to provide an incentive for younger employees and a bonus for older employees; 25 percent of city employees have qualified for the program. (Contact: Ron D. Musson, City Manager, Box 646, Winfield, Kansas 67156.)

FREMONT, CALIFORNIA (115,000), has established a recruitment and selection reporting system which focuses on reducing the time it takes to fill positions. Through the use of streamlined procedures, automated test scoring, continuous and shared recruitment, reduction of classifications and an up-to-date position control report, recruitment time has been reduced from 4.5 months to 2.5 months. (Contact: Art Lorenzini, Administrative Assistant, or Gary Goelitz, Administrative Assistant, 39700 Civic Center Drive, Fremont, California 94538.)

Public Safety

DURHAM, NORTH CAROLINA (95,400), has created a public safety department which combines fire and police services. Public safety stations are staffed by five-man crews on 8-hour shifts, with four crews based at each station. Crews consist of a supervisor, two patrolmen and two fire truck operators. In the event of a fire, the truck and patrol cars are dispatched to the scene. Each patrol car contains the equipment necessary to handle three small fires or to join a fire fighting team. (Contact: Esai Berenbaum, Public Safety Director, P. O. Box 2251, Durham, North Carolina 27701.)

BROWN DEER, WISCONSIN (12,000), requires by ordinance that all newly employed police officers be trained as auxiliary fire fighters. Squad cars are equipped with fire fighting equipment, enabling officers to respond to fires and take preliminary action if necessary. (Contact: Gerald Schwerm, City Manager, 4800 West Green Brook Drive, Brown Deer, Wisconsin 53223.)

PLAINFIELD, NEW JERSEY (46,900), has adopted a burglary prevention code that sets minimum standards for commercial, industrial and multifamily dwellings. The code is part of the city's building code and is enforced by a team of police, fire and building inspection employees. The average cost of security improvements to a property owner affected by the code is approximately \$50. (Contact: Lawrence Bashe, City Administrator, 515 Watchung Avenue, Plainfield, New Jersey 07061.)

Snow and Ice Control

ANKENY, IOWA (9,000), has devised a snowplow curb guard which is mounted on the lower right-hand corner of the snowplow (next to curb). It consists of an easily installed polyethylene wheel mounted in a retractable frame. The guard serves as a guide for the driver and is extremely effective in eliminating curb breaks and chips. Each curb guard costs \$70. (Contact: Dave Dirks, City Manager, 408 Southwest 3rd Street, Ankeny, Iowa 50021.)

BROWN DEER, WISCONSIN (12,000), had reduced the size of its salt spreading crews through modifications to its salt spreaders. A device to control salt flow has been installed and its control panel has been placed in a position accessible to the driver. (Contact: Gerald Schwerm, City Manager, 4800 Green Brook Drive, Brown Deer, Wisconsin 53223.)

Solid Waste

DENISON, TEXAS (24,923), is using plastic bags and other tied, throwaway containers because they weigh less and reduce insect breeding. They have been well received by citizens. (Contact: David Harner, City Man-

ager, 108 West Main Street, Denison, Texas 75020.)

PORT NECHES, TEXAS (10,894), is using plastic bags for the reasons cited immediately above. One added feature has been documented from this plastic bag program: there have not been any back injuries in the sanitation department in the 3 years of the program. The overall accident record has improved 60 percent in the 3 years. (Contact: Jim Davis, City Manager, P. O. Box 755, Port Neches, Texas 77651.)

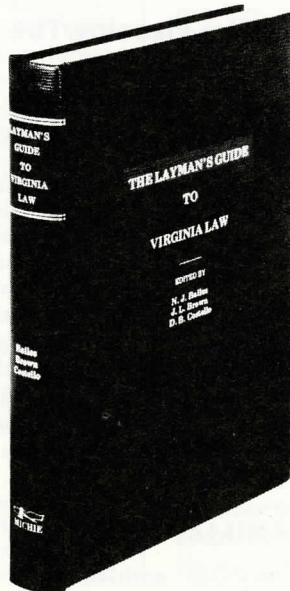
Community Relations

BELLINGHAM, WASHINGTON (39,000), has assigned a police officer to city schools to serve as an information resource for teachers and students. During the summer this officer sets up booths at various locations, displaying locks, drug paraphernalia, bicycle registration forms and a variety of pamphlets. He or she also travels door-to-door advising residents on security methods. Citizen response to the program has been enthusiastic. (Contact: Harold R. Raymond, Chief of Police, P. O. Box 1278, Bellingham, Washington 98225.)

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Calendar

MEETINGS

Manager's Workshop

Master Planning for
Fire Protection

Police Chiefs In-Service Training
Municipal Electric Power Association*

Va. Section, ICMA*

Weights and Measures Association*

Va. Association of Chiefs of Police*

Local Government Officials Conference*

Virginia Municipal League*

Virginia Building Officials Association*

VML Regional Meetings

*Annual Conference

DATES

February 6-9

March 29, April 5,
12, 17, 19

Spring
April 12-14

April 26-28

July 30-Aug. 1

August 13-16

Late August

September 17-19

October 8-10

November-December

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Charlottesville

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Virginia Beach
Omni Hotel,
Norfolk

Hotel Roanoke,
Roanoke
University of Virginia,
Charlottesville

Omni Hotel,
Norfolk
Ramada Inn,
Charlottesville
Statewide

Virginia Town & City deadline is the 20th of every month, two months prior to publishing (April deadline is February 20). *LEAGUE LETTER* deadline is the 12th of every month for that particular month (February deadline is February 12th).

Home Construction Workshops

"Wood in Home Construction" will be offered by Virginia Polytechnic Institute & State University in cooperation with the Virginia Division of Forestry. The one-day seminar is intended for building code officials and inspectors, government housing officials, builders and architects, among others. Speakers will emphasize how to select the right material for the job, how to employ cost-saving and energy-saving techniques and how to protect wood products. Registration fee of \$16 per person includes lunch, coffee, notebook and reference literature. Workshops around the state are Richmond (Holiday Inn Airport), February 7; Norfolk (Lake Wright), February 14 and 15; Harrisonburg (Sheraton), February 21; Salem (Sheraton), February 28; Martinsville (Dutch Inn), March 1; and Abingdon (Martha Washington Inn), March 7. Contact

the Center for Continuing Education, VPI & SU, Blacksburg 24061.

Master Planning/Fire Protection

"Master Planning for Fire Protection" is a joint program sponsored by VPI & SU and the State Fire Marshal's office. The six hour seminar is directed toward building officials, city and town managers, planners and fire officials. All localities should send one representative to one of the seminars. Tentative dates and locations are: March 29, Northern Virginia; April 5, South Hill; April 12, Williamsburg; April 17, Marion; and April 19, Staunton. For further information, contact the State Fire Marshal's office, 804/786-4751.

ANIMAL CONTROL

A handbook entitled "Low Cost Spay/Neuter Clinics: A Humane An-

swer to the Cruel Overpopulation of Dogs and Cats" is available from the Society for Animal Rights, 421 South State Street, Clarks Summit, PA 18411 at \$2.50 per copy. The handbook presents detailed information on the clinics operated by the Department of Animal Regulation of the City of Los Angeles, which pioneered the clinic concept to help solve the dog and cat problem, and information on other clinic measures from the Los Angeles program which has reduced the number of animals collected, sheltered and destroyed. A bill pending in the U.S. Senate would provide for Federal loans of up to \$200,000 to units of local governments for the purpose of establishing and providing initial operating costs for public, low-cost, non-profit spay/neuter clinics for dogs and cats. Sponsored by Senator Harrison Williams of New Jersey, the bill, S. 2151, has been referred to the Senate Committee on Human Resources of which Senator Williams is Chairman.

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A-95, An Opportunity

By Benjamin A. Lacy and
Roslyn Brewer, Federal
Regional Council

Federally assisted programs and projects require that participants follow certain procedures before funds are granted. Among these procedures is the A-95 Review Process. Issued in 1969 by the Office of Management and Budget (OMB) in the Executive Office of the President of the United States, Circular A-95 is a procedure for coordinating federal and federally-assisted programs and projects with each other and with state, regional and local plans, policies and programs.

One value of the review process is that it provides a climate for inter-governmental cooperation even though there may be structural obstacles, such as:

- At the federal level, programs of assistance to state and local government were developed piecemeal and, taken as a whole, are not coherent as to policy and administration. They are often duplicative and sometimes even in conflict with each other;
- At the state level the Governor's ability to manage is not only circumscribed by the State Constitution but administratively frustrated, with respect to federal programs, by functional bureaucracies;
- Local government is heavily fragmented both within and among jurisdictions; and
- Within individual jurisdictions many federally-assisted programs and projects cannot be planned without reference to programs and projects within other functional or jurisdictional areas.

A-95 is an instrument for facilitating the needed cooperation and to the extent that this is achieved, federally-assisted programs and projects are more likely to be better coordinated, resulting in dollar savings, better projects and more value for public investment.

The value to the applicant is that his proposal has a better chance of being funded when it is coordinated with local and state interests. The review process will reveal potential issues or problems which may need to be resolved before his project can be approved. Furthermore, if there are reasons why his project cannot be funded the information will be disclosed at an early stage and he will be spared the trouble and expense of preparing a formal application.

Participants in the A-95 process, in addition to the applicant and the federal funding agency, may include:

The Areawide Clearinghouse, a

comprehensive planning agency that has been recognized by the Office of Management and Budget as the coordinative agency to perform A-95 review functions. The areawide clearinghouse notifies local agencies of applications for federal funding and also reviews and comments itself on project proposals of regional significance. Virginia has 23 areawide clearinghouses.

The State Clearinghouse, a coordinating agency of state government designated by the governor to participate directly in the A-95 review process. Similar to the areawide clearinghouses, the state clearinghouse notifies state agencies of pending proposals for federal assistance.

Review and Comment Agencies, under A-95, all public agencies (state, county, municipal and special districts) are entitled to act as review and comment agencies if the proposed activity in any way affects their area of operation.

The following six steps outline procedures in the A-95 review process:

1. When a person formulates a project which he as a potential applicant (POT A) feels justifies federal assistance, he will notify the state and the areawide clearinghouse (CH) serving him with a "Notice of Intent," which provides a summary description of the proposed project.

2. If there is a state or local interest in the project submitted, clearinghouses alert all interested parties about the proposal, soliciting their comments. Parties interested in the proposal could include state and local agencies whose programs might be affected, and agencies concerned with environmental impacts, civil rights goals, or coastal zone management.

3. The potential applicant must give clearinghouses 30 days to respond to the "Notice of Intent," after which he may proceed by sending a completed application, including documentation of his clearing-

house notification, to the federal funding agency.

If a clearinghouse response is returned within 30 days, it must indicate any difficulties with the proposal.

4. The potential applicant may proceed in one of several ways. If the clearinghouse response indicates that his proposal cannot be recommended for some reason, duplication for example, he can discontinue his quest (a) and he has been spared the trouble and expense of preparing a final application. If no issues have been raised (b) he may prepare and submit his application directly to the federal funding agency (FA). If he decides to continue and there are issues to be resolved, the potential applicant will either (c) negotiate with those who have raised issues until they are resolved or he may (d) submit a completed application for their review. In both cases the clearinghouse (CH) serves as the focal point. The applicant may also simply write a rebuttal to the comments (e) and submit it with his final application to the federal funding agency (FA).
5. If he decides to advance his proposal, the potential applicant becomes an applicant (A) by forwarding all comments from Step 4 with his final application to the funding agency, including documentation that he has considered those comments.

6. The funding agency (FA) then makes a decision on the application and notifies the applicant and the clearinghouses involved in the initial review of the project. Decisions which the funding agency must report are whether the project is funded, deferred, returned for amendment, rejected or withdrawn. If the decision is to fund the project and that decision is incompatible with the recommendations of the clearinghouse, then the federal agency must explain such finding in its notice to the clearinghouses.



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This discussion has reviewed the *Project Notification and Review System*, which is Part I of OMB Circular A-95's four parts.

Part II, *Direct Federal Development*, requires federal agencies engaging in direct development of federal projects, to consult with those state and local agencies and clearinghouses which might be affected. These activities may be either the planning and construction of federal public works, or the acquisition, use and disposal of federal land and real property.

Part III, *State Plans and Multisource Programs*, is designed to assure that state plans are adequately related to other public activities. It requires that governors be given an opportunity to review and comment on their relationship to other state, regional and local planning activities. It also allows local review and comment, at the governor's discretion.

Part IV, *Coordination of Planning in Multijurisdictional Areas*, encourages federal agencies to utilize existing sub-state district organizations to carry out federally sponsored planning. Otherwise, justification must be sent to OMB through the Federal Regional Council showing why the existing organization is not to be used. Part IV requires an applicant other than the established planning organization to submit a memorandum of agreement covering the means by which the two would coordinate their related planning activities. One of the purposes of Part IV is to eliminate overlap, duplication and competition in state and local planning activities assisted, or required, under federal programs.

The opportunities for systematic communication within and among the several layers of government which are created by the A-95 process benefit all participants, particularly the chief elected official of general purpose government. As a reviewer and a manager, he can involve himself in proposals which are his direct concern, such as those affecting his policies or demanding matching funds from his government. This provides him with the best tool found thus far to influence federal decisions on proposed projects that may affect his own plans and programs.

Specific information and assistance is available from several sources. The Federal Regional Council provides consultation service on the entire A-95 process. Inquiries should be addressed to: Federal Regional Council, Room 4450 Federal Building, 600 Arch Street, Philadelphia, PA 19106, telephone (215) 597-3653.

Detailed information on the process is contained in the publication "A-

95: What it Is—How it Works" available for \$1.05 from the U.S. Government Printing Office, Stock Number 041-001-00124 dated July 1, 1976. Another source is the Federal Register, Volume 41, Number 8, Tuesday, January 13, 1976 "Evaluation, Review and Coordination of Federal and Federally Assisted Programs and Projects."

Publications are often available from Clearinghouses which are listed in OMB A-95 Directory for State, Metropolitan and Regional Clearinghouses" published in the Federal Register, Volume 42, Number 6, Monday, January 10, 1977.

NEWPORT NEWS USING COMPUTERS TO COMMUNICATE

Communicating with businesses affected by Newport News laws, ordinances, resolutions and actions is the objective of a computerized master listing recently initiated by the City's division of commerce.

Spearheading the project to compile a complete list of industrial and commercial businesses in Newport News is commerce director Al Schlim, who described the goal and said he believes the program "will enable the City to better communicate with businesses, especially when actions are taken that directly affect them."

He outlined the first phase of the project which has involved his staff in compiling an initial list of data found in available records, the city directory, telephone book and field surveys. Information being collected for the computer program listing includes name, address, type of product or service, number of employees and year of establishment of each company.

Schlim, who has identified 2,802 businesses to date, said over 300 businesses have started their activities in Newport News with new licenses within the past nine months.

"We sent letters and survey forms to each of these businesses in November, with the objective of further purifying the computerized master list," the commerce director said. The return of the survey forms and even those letters returned as "not deliverable" have helped in updating information in the data bank.

"We also placed ads in the local newspapers advising businesses of this project with hopes to reach those businessmen who did not receive a letter," Schlim said. Presently, he has received responses from nearly 30 percent of the total number of businesses in the city. He emphasized that the City commerce division will be following up with those businesses

who do not reply. Those businesses who have responded with problems to discuss are presently being contacted by personal phone calls. The division is now pursuing solutions to 67 problems presented so far as a result of the project.

First Economic Report

A new economic report which compares the prime economic indicators between quarters is being undertaken by the planning district commission of Lee, Wise and Scott counties and the City of Norton; it is the first of its kind in the state.

According to Bruce Robinette, executive director of the commission, the survey report will be valuable to private businessmen and public officials, as well as others interested in the district's economy.

The "Quarterly Index," as it will be called, will establish trends from its comparisons.

Economic indicators used were occupancy permits for single family homes, multifamily units and mobile homes, new car registrations, residential power connections, telephone connections, average bank assets and taxable sales.

In addition to the quarterly indicators, there will also be two annual indicators provided, population growth and per capita income. All figures are broken down by county and the City of Norton.

The first index covers the period from April 1, 1977 to June 30 and the second from June 30 to September 30. By publishing a two quarter report in the beginning, LENOWISCO has established a starting point for trend analysis.

Highlights of the first report indicate upward trends with a growth of \$5,555,172 from the quarter ending June 30 to the quarter ending September 30. The report also shows that residents of the area are currently purchasing new cars at the rate of over 10 a day.

Other significant indicators for the quarter ending September 30 include an overall three-month increase of 390 residential power connections, 70 commercial power connections and 220 telephone connections. Bank assets were also up 4.7 percent over the previous quarter.

It is the hope of the LENOWISCO Planning District Commission that the quarterly index will "fill a void which has long been neglected," the commission reported, adding that it will make it easier "getting a handle" on growth in southwest Virginia.

Places

LYNCHBURG—An engineering firm was recommended to City Council to serve as consultants to develop the Lynchburg Municipal Airport master plan at a cost of \$72,200. The plan will serve as a guideline to provide ways in which the local airport can curb the decrease in the number of passengers boarding Piedmont Airlines' planes during the last several years. The plan, expected to take approximately 9 months to complete, is intended to include special emphasis on improved air service in Lynchburg.

WAKEFIELD—The Town Council was asked to consider developers for the Town's 121-acre tract slated for industrial development. The request was made to Council after the governing body had received group proposals for industrial use of 2 to 5 acres. In the past, Council has waited in expectation of a large industrial company as opposed to smaller ones.

FAIRFAX—For the second consecutive year, the City has won national honors in the Keep America Beautiful awards program. The City was recognized for its efforts over the past year to improve the appearance of the community through such means as environmental education programs in the City schools, a newspaper pickup and recycling program, a Citywide cleanup effort, tree and shrubbery planting projects and a residential and commercial awards program. The awards spotlight the efforts of the City's public services department and a nine member Council-appointed Community Appearance Committee.

ALEXANDRIA—City Council is being asked to decide whether to limit the number of dogs a homeowner can keep. The City's Board of Zoning Appeals has requested Council to study the matter. If the study is approved by Council, the major question the City staff would have to consider is whether to restrict the definition of kennel to commercial or industrial zones and whether to place a limit on the number of dogs a person can keep in a residential zone. The Council also recently passed an ordinance that prohibits nonhandicapped motorists from parking in spaces on private property reserved for the handicapped. This is a constructive move to provide needed assistance to the

handicapped. Police Chief Charles T. Strobel has warned motorists that he plans to crack down on those violating the regulation. Violators will be towed from the parking space. Also in Alexandria, the Landlord-Tenant Relations Board has approved three legislative changes that would aid all tenants living in the City. The changes would clarify the eviction procedure to be used when a tenant has not paid rent, require all landlords to abide by the landlord-tenant law and allow either the City or the Commonwealth's Attorney to intervene in cases where there is a breakdown in services to tenants. The Board's recommendations will be passed on to the City Council, and if approved, to the General Assembly.

RADFORD—President Carter declared Radford eligible for disaster relief assistance. The City does not know exactly how much money will be received from the federal government since the City will have to spend the money first and then be reimbursed. Administrative Assistant Bob Lloyd said it could be anywhere from \$40,000 to \$120,000.

HAYMARKET—The Town Council may vote to have a public hearing to consider its continuance as an incorporated town. Some councilmembers feel that the town would be best served if they became a part of Prince William County. Other councilmembers believe that giving up the Town Charter would prevent the government from remaining close to the people. Haymarket has been incorporated since 1799.

WINCHESTER—The master plan for the City's recreation park was unanimously approved by the City Council. The Council approved the three phase plan, which includes \$796,000 worth of improvements, but did not identify any specific funding proposals. The master plan is a ten-year plan.

RICHMOND—City Council approved the plans for Project I, the proposal for building a downtown convention center complex. Project I involves the spending of public and private money; the estimated cost to the City would be \$29 million.

NEW CASTLE—The Town's request for having a joint planning commission with Craig County has been approved by the county supervisors. The Town does not have a planning commission of its own and asked the Board of Supervisors if the Town could be included in a County comprehensive plan that the Supervisors expect to draw up soon. The Town would be charged only for costs directly relating to naming its representative to the County commission.

FAIRFAX COUNTY—The County has been awarded \$405,802 by the U.S. Department of Labor to finance a training program for high skill level jobs for long term unemployed and underemployed persons. Awards for the new program, called the Skill Training Improvement Program (STIP), were made on a competitive basis. Fairfax County's was the only proposal from a Virginia jurisdiction to be selected for funding. It involves participation by several local business firms in the Federally financed and County managed program. Under the grant to Fairfax County, training and job placement will take place in the fields of computer technology, electronics and automotive repair.

VML Involved in Degree Program

The Virginia Municipal League is one of the advisors to Virginia Polytechnic Institute and State University to help develop its advanced degree program in public administration. The group of advisors which includes a banker, a member of the House Appropriations Committee and a member of the State Department of Personnel and Training, discussed how to relate research and public service projects to the program, which leads to a doctorate or Certificate of Advanced Graduate Studies. The degree program is for consultants, researchers and managers in public administration jobs.

The advisory group decided the best program would be one that will generate the public's confidence in government services and will help create policies to solve government problems at a reasonable cost.

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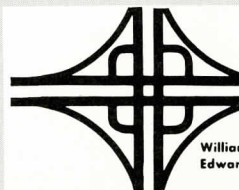
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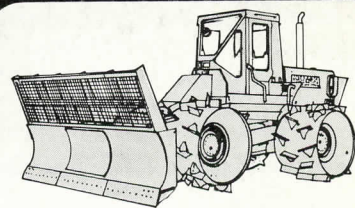
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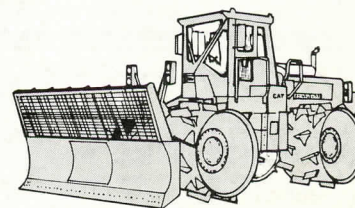
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


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