

Virginia Town & City

VOLUME 13 • APRIL 1978 • NUMBER 4



Editorial

COOPERATION

President Light has titled this year in Virginia as "The Year of Cooperation." He made his commitment to that concept in September of 1977 and continued this theme through regional meetings last fall and during the 1978 legislative session. His willingness to commit the League to working with the State Legislature and other groups, especially the Virginia Association of Counties, has borne some fruit.

Example: The joint task force of VML and VACo which worked toward resolution of the age-old annexation issue.

Example: Consultation with several legislators regarding legislation which would assist local governments such as Senator Mitchell's circuit breaker income tax refund for property tax relief programs, Delegate Manning's bill to provide funding for administrative costs of local welfare programs, Senator Colgan's joint electricity generation bill and Delegate Michie's financial offset measures, among others.

Example: An increased dialogue between VML and State legislators, between VML and the Governor's office and between VML and other significant public interest groups.

Results: Two views can be held: that this is nothing but rhetoric and we are back at ground zero with much lost, or that the groundwork has been laid for a resurgence of local

government's ability to achieve assistance and flexibility in dealing with local issues.

We believe the latter is more correct. While success on key issues was so close (yet so far), a new spirit of cooperation does seem to prevail with the General Assembly, with our county counterparts and with other significant forces which affect local government. Misinformation, bad planning or timing and poor participation by some led to the deferral of action on financial offsets in the annexation package to a much greater degree than did the lack of willingness to respond.

We must do a better job of planning and preparing ourselves to address the various issues which will be raised by the Legislature next year. Now that President Light has laid a foundation for cooperation, we must build trust and mutual respect between State and local officials if we expect to have local concerns addressed.

We must walk arm in arm with our State representatives, seat ourselves at each other's tables, talk mutual concerns and plan mutual strategies if we are to fulfill our end of the cooperation bargain. If these few short months of talking cooperation are followed by innumerable occasions of buck-passing and blame-laying the previous alienation will be intensified.

Your President has begun the process; it now falls on your shoulders to follow through at home and on the League's shoulders to work effectively with our State officials to make 1978 truly "The Year of Cooperation."



R. L. DeCair
Executive Director

Virginia & Town & City

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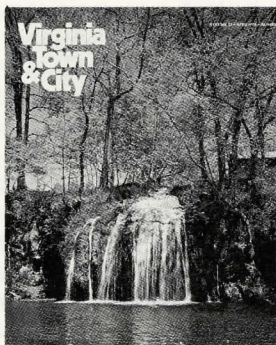
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ON THE COVER: Cover photograph of a waterfall in Frederick County is courtesy of the Virginia State Library.

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A PUBLIC MANAGEMENT CAREER: NO REGRETS

By THOMAS B. NOLAND

Once, when a newly appointed department head reported for work and asked for instructions, I gave a simple instruction—go to his office and answer the phone. This approach was possible because I knew his background and his capabilities. Later he told me that he wondered about such cryptic instructions, but within a few hours he was heavily involved, and continued to be so.

This incident is used to explain my view of municipal administration. We must try to plan projects and priorities, always ready to revise and review, in order to carry out the primary goal of responding to legitimate citizen concerns and requests, or provide a logical explanation when a negative response is in order. The municipal balance sheet shows only a monetary expression for meeting reasonable public needs at the lowest possible cost.

Perhaps a summary of my own professional background will set the stage for at least a small amount of subjectivity. I feel that I am fortunate since my first municipal experience, after a college summer of survey work for a city engineer, involved reading water meters and attempting to collect delinquent accounts. This experience gave me insight as to how the householder feels, reacts and sometimes devises devious ways to "beat the system." I remember one dog bite and several occasions of having been "rocked" by children when I began cutting off water. I cannot forget an incident which occurred at the first council meeting I attended in that era. At the end of the meeting the proverbial man in the rear stood to complain about potholes on his street, whereupon there was recited to him the liturgy about weather damage to streets, a lack of funds and a hope to do better in the next budget. Then, his question, "How come you always put our street at the end of the budget?" That was in 1942, and I am still trying to adequately answer variations of that profound question. I am never sure, but the challenge is to try.

As a town and city manager, which I have been since January 1, 1947, I have attended not less than 700 regularly scheduled council meetings, having

had to miss no more than 10 meetings during my tenure, plus at least 50 called meetings. Yet, those meetings have been as identical as fingerprints. When I think I have seen or heard it all, or have experienced my allotment of satisfying, embarrassing or chastised moments, a novel situation occurs. Yet, that exemplification of unpredictable variety is, at least in part, one of the stronger factors which draw people to the profession or attempts at "public management," as we have come to know it.

I have had my share of highs and lows.

Putting it another way, I have had my share of highs and lows. I have had citizens leave my office or my phone, sad, mad, exalted, disgusted, satisfied and sullen. I have had fellow employees hate, tolerate and appreciate me and councilmen have wondered about me, supported and protected me, and when I needed it, they have pinned my ears back.

When I want to be smug, I tell myself that I have been good therapy for councilmen. In all my years, no councilman has yet died in office, and only one has seen fit to resign; his profession required him to relocate. A total of 10 mayors have headed the councils involved in my tenure. No woman, except my wife, has yet been one of my bosses. In two localities where I have served the mayor was chosen by popular vote and in the other two, by council.

Over the years, I have developed some concepts, and some things which sustain me. I have long since accepted the idea that, in my limited sphere, I am a public figure and must compensate therefor, and my wife has learned to live in her corner of the fishbowl. A city manager must maintain a varying low profile, and must understand and protect the prerogatives of council, above all. And, like all or most managers, I no longer try to clearly define the line between the manager's leadership role and that of following and supporting council's leadership. One example of high profile was when I confided in only a few people, whose help I needed, that I was nominating Martinsville for an All-American City Award. Council then let me plan for and make the presentation which resulted in the coveted designation. This was a great joy and privilege.

Once I would have liked for my profile to have been below the bottom line, a time when I was unsuccessfully sued in Federal Court because of a decision I had made concerning personnel administration. It would have taken me a few years to have paid off the requested award of a million dollars.

Local political activity is the most important "no-no." My philosophy is that we in local government have an obligation to serve to the best of our ability those whom the voters elect. Therefore, we cannot publically express our preferences nor work behind the scenes for any local candidate. On the local level, we are just too close to the action for it to be otherwise, and I believe the philosophy to be sound even in localities where candidates run without primaries or party labels, and even under the at-large system.

By extension of this philosophy, the manager must manage to stay out of intra-council political or idea-

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Thomas B. Noland is the City Manager of Martinsville and a past president of the Virginia Section, International City Management Association. In 1975, he donated a collection of his private papers, a record of his World War II experiences in Costa Rica and the South Pacific, to the University of Virginia Library.

logical conflicts which is not an easy task because the manager is too close to the individuals concerned not to develop concepts. I have been lucky enough that councilmen have always been cognizant of this philosophy and have thus avoided potential embarrassment. Good insurance is to respond as thoroughly as possible to all requests for information and to supply information to all on an equal basis. Other considerations include keeping council informed—finding the fine line between adequacy of background data and so much data that the desired goal is rendered less effective.

On the "policy or not" question, I share what I suppose to be the common view, that the manager should have no part in initiating consideration of whether to go from at-large to ward elections, or any other aspect of the purely political realm. But, I have no hesitancy about initiating thought about physical things, such as public works projects. I have never had any problems in deciding whether to step into or stay out of various potential issues.

The agenda is all important and there is not always a clear distinction between what is purely administrative and what requires council action. I have been embarrassed many times by misreading council's reaction, as well as by having failed to adequately inform, or have a staff person available to furnish specific data. Adequately preparing for council meetings is all important.

Some general situations include decisions about community and civic activities, family time and off the job relationships with council and staff. (Is the manager ever off the job?) Different people and varying situations require flexibility, as long as there can be a hedge against favoritism, cronyism and "the appearance of evil." Early in my career I was active in a civic club, but in recent years I have felt that I should not belong to any, so that I can attempt to cooperate with all civic clubs. Not all, but some fellow managers share that view. In short, I am not a joiner, nor have I ever been the structured individual who feels the advantages of a rigid schedule of staff meetings. Rather, I prefer to be immediately available to as many as possible.

Local political activity is a "no-no".

I am an open-door person who likes to be available to citizens, and long ago I learned to be a good listener. It fascinates me how a citizen on the phone begins mad and abusive, but after he talks it out he frequently ends up apologizing for the time he consumed and classifying the problem as a minor one. Obviously, there are times when the citizen is fully correct, and action is in order. The most transparent call involves the citizen's effort to have his neighbor take the rap for him.

For a manager to keep his perspective, and preserve his marriage, he must have utmost consideration for his wife, who is forced into the role of confidante, advisor and answering service. Think of all the meetings a wife attends because the manager's image suffers if she does not. I think that in our State the present policy of involving the wives in our professional conferences is supportive of them

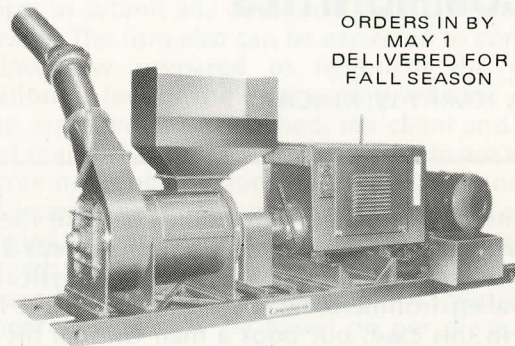
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in an unsung but vital role.

Many things are best forgotten, but some are rich memories. In anticipation of extending sewer service to a previously unserved area, one man who had already installed his bath came to wonder about service date, and said, "I never take a bath, but you should see my 'ol woman trying to take a bath in a wash pan." The imagery was clear to me for I knew she weighed at least 200 pounds. And at another time and place, another sewer line was being extended. After he had heard the excuses about delays, a home owner gave me one for the book when he said, "I hope it'll be soon, 'cause my 'exceptional' tank's broke down."

In search of the answer to a question posed by a reporter, I had to go to the first minute book of the Pulaski Town Council, and the search evolved into a series of about twenty-six weekly guest columns in the Southwest Times of Pulaski. Careful reading of those records, at first handwritten, embellished by what I had learned about the community, by conversations with an elderly second generation department head, and with two elderly men who were participants in the Town's first development, resulted in a history of Pulaski's first sixty years. It was fascinating to identify and piece together the incidents which gradually became sequential weekly columns. Putting together that history, spent mostly

in evening hours, was the most enjoyable project I have ever had.

Probably there are few professions where a change of pace is more important. Because of so much public exposure and job pressure, the manager needs an outlet involving outdoor physical activity, as well as a hobby which can be shared or demonstrated to others. And, most importantly, there should be some community or church activity which involves behind the scenes service to people who have unmet needs or problems, because such giving is receiving.

For perhaps 20 years now I have been sustained by an incident which I recounted to some of my fellow professionals. On a particular day things were going especially bad—irate phone calls and all the rest. I decided that I had to get out for a while. No more than a block from the office I was walking slowly, deeply distressed, oblivious. Then I realized that a man had fallen in step beside me, and he began speaking. He called me by name and told me I was doing a good job, that I must remember that I would never please everybody. I was dumbfounded because the man drifted away before I could fully realize what had happened, and moreover, I did not even know him. When I returned immediately to my office, the problems were not there.

CONSULTING ENGINEERS: BUILDING BETTER COMMUNITIES

By HARRY W. KINCAID

Consulting engineers are somewhat like the well known Genie in the lamp. When one needs a possible or actual transformation of the physical and natural environment, he or she simply rubs the lamp, and, in this case, out pops a man with all his data, charts, graphs, calculator and all other essential gear, ready to oblige. Little there is in our everyday surroundings that has not been influenced to some degree by consulting engineers.

Consulting engineers and their firms test and develop new designs and products; help governments cope with today and plan for tomorrow; help generate and conserve energy; help span rivers, or tunnel beneath them; design plant layouts and the heating, air conditioning and mechanical systems within

them; test and analyze soils; illuminate our cities and the world; and help control environments and stop pollution.

Consulting engineers are professionals, public servants and businessmen.

As professionals, they have the qualifications of education, technical knowledge and legal registration to practice one or more branches of engineering. They have a creativity born of diverse experience and modern engineering application. They have no commercial affiliations, thus assuring unbiased and independent engineering.

As public servants and good citizens, they serve clients and the public interest honestly and with integrity, impartiality and ingenuity. Their clients include both the private and public sectors; all receive the most modern in professional engineering services.

As businessmen, they operate independent, private engineering practices by offering engineering feasibility studies and analyses, preplanning, design and construction coordination. Their goals are to provide sound engineering at a reasonable investment.

Included among consulting engineers' clients are individuals, owners or managers, contractors, manufacturers or fabricators, architects and even other engineers and professionals. Boards of directors, engineering departments in industry, and federal, state and local governments seek the assistance of consulting engineers.

When serving their clients, consulting engineers carefully attempt to insure that their services, and the expected results, are thoroughly understood and

ABOUT THE AUTHOR

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satisfactory to all. They attempt to communicate with clients via discussions and written reports which clearly describe the magnitude and progress of a project and the consequences of future planning and action. Consulting engineers try to remain aware of current community feelings and the level of understanding of the particular client.

It should be emphasized, however, that consulting engineers are not, and should not be, considered "employees" of their clients. They are retained for special continuing consultation; thus, they should be relied upon for advice.

Competition for Services

Competition between engineering firms that results in improvements in design and service is beneficial to both the client and the public and is in keeping with the philosophy of private enterprise. In the opinion, however, of most of those who are responsible for procuring the services of consulting engineers, and in the consultants' opinion and experience, this competition should be based on competence and qualifications, not price!

Competitive price bidding between engineering firms usually results in the selection of the "low bidder" with little regard for quality. Since the overall cost of the project will depend in large part on the competence of the engineering firm in planning, conducting and completing a project, the firm's fee which is a fraction of the total cost, should be a secondary consideration. In addition, unnecessary risks or hazardous conditions often occur where attempts have been made to reduce the total cost of an engineering project by reducing the cost of the engineering. In the true experiences of many engineers, competition on the basis of price often results in inadequate compensation to the engineer and severely limits his ability to provide the proper ingenuity and creative talent so important to a successfully designed project.

Finally, and perhaps most important, competitive bids are based on the client's description or scope of the project which, for various reasons, usually is not sufficiently detailed and informative to permit figuring an accurate price for the total project. In fact, the complete scope seldom is realized until the client and the consulting engineer begin to negotiate a fee for the project.

Engaging A Consulting Engineer

Basically, the procedure for engaging a consulting engineer consists of five steps: project definition, evaluation, interviews, ranking of firms and negotiation.

Project definition The client prepares a description of the proposed project, its purpose and location and other pertinent facts for those consulting engineers who are interested in doing the project. If a preliminary budget has been established, it should be included.

Evaluation The client selects a limited number of firms considered to be qualified for the project. The

firms may be chosen by a review of their statements of qualification by studying their brochures, or upon the recommendation of others who have engaged them. The client sends the project definition to each of these firms and requests an expression of interest and additional information about their qualifications and experience. The client then reviews this information and selects at least three, but usually not more than six, firms who appear to be the best qualified.

Interviews The client arranges personal interviews with a principal, or principals, of each firm, preferably in the engineer's office to assure mutual understanding and to enable the client to obtain additional information and details related to the firm's capabilities. The client also may visit one or more projects completed by each firm and/or contact recent clients of each.

To aid in ranking the firms and determining their relative merit, the following information should be obtained during the interviews:

- general experience and history of the firm's performance
- technical education and expertise of the firm's personnel
- availability of adequate personnel, equipment and facilities with which to do the job
- general approach to the job
- current workload
- record of professional accomplishments
- request to visit some projects on which the firm is working, and
- size and financial responsibility of the firm.

Ranking of firms Following the interviews, the client selects the three most qualified firms in order of preference.

Negotiations The client then notifies the first firm on the list, arranges a second interview and invites the firm to submit any additional data it deems appropriate. The firm also can be expected to come to the interview prepared to negotiate the compensation or fee for the engineering services.

If an arrangement is reached, the client and consultant draw up a contract. If the parties do not reach an agreement, negotiations are terminated and the client repeats the process with the second firm on his list (being sure to tell the second firm that negotiations with the first have been terminated).

Depending on location and nature of the project, engineering fees may be based on per diem, cost times a factor, lump sum or the percentage of the cost of the project.

Persons who are involved in and/or responsible for engaging and working with consulting engineers, may want to order the following helpful publications:

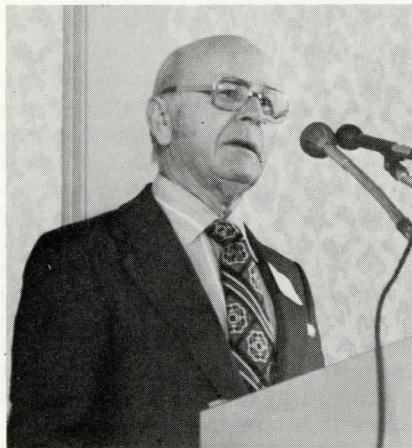
1977-1978 Consulting Engineers Council of Virginia Membership Roster, available free by writing to the Council at 6924 Lakeside Avenue, Richmond, Virginia 23228, or calling (804) 264-0051.

The American Consulting Engineers Council "Manual of Practice." This excellent, helpful manual is available from the Council at 1155 15th Street, N. W., Washington, D. C. 20005. The price is \$50.00.

LOCAL GOV'T OFFICIALS DAY



Governor John N. Dalton



Senator Adelard Brault



Local Officials listen

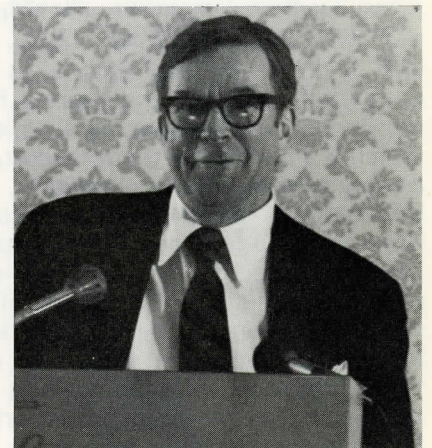
By Bradley K. Harmes

The Virginia Municipal League held its midwinter conference on January 27, 1978 at the John Marshall Hotel, Richmond. The League's Local Government Officials Day afforded local leaders an opportunity to meet with members of the General Assembly to discuss items of local and state interests. Several officials arrived on the evening of January 26 to meet with their legislators individually over dinner. Presiding over the conference was Virginia Municipal League President and Bristol Mayor R. L. Light, Jr. Over 80 officials were present at the John Marshall to hear Governor John Dalton and Senate Majority Leader Adelard Brault discuss policy and financial matters affecting local government. One topic of great interest was the restoration of State funds to cover teacher retirement costs which were scheduled to be severely reduced in the second year of the biennium.

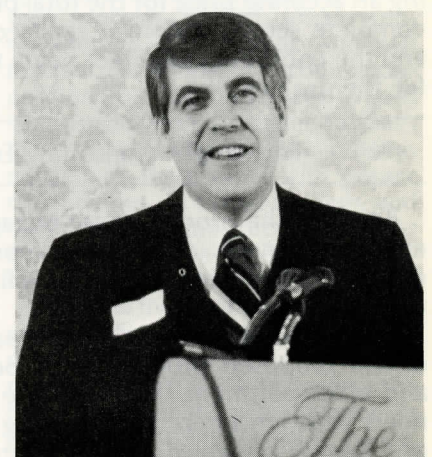
Urban, City and Town Sections also met following the morning session and there were lively discussions of upcoming legislative matters such as annexation and ceilings on gross receipt taxes.



VML President R. L. Light, Jr.



Norfolk Mayor Vincent J. Thomas



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People

Lee To Take Leave

Bristol Fire Chief **JACK LEE** has taken a six month leave of absence effective March 1 because of ill health. Chief Lee joined the Bristol Fire Department in 1941 as a volunteer and became a paid firefighter in 1945. He was appointed captain in 1957, chief in 1970 and has served on the executive committee of the State Fire Chiefs Association of Virginia.

Mobley Honored

Virginia Beach Police Patrolman **JIMMY W. MOBLEY** received third place in the Virginia Jaycee's Most Outstanding Young Law Officers Award for 1978. Affiliated with the Virginia Beach police department since 1967, Patrolman Mobley is currently completing his bachelor's degree in criminal justice from Old Dominion University.

Bowen Appointed

Former Bluefield Town Manager **MAX E. BOWEN** was appointed Town Manager of Strasburg. Before coming to Bluefield, he served as city manager of Louisville, Ohio and had spent a short term as manager of Pikeville, Kentucky. A graduate of Miami University in Oxford, Ohio, Bowen is a member of the Virginia Section, International City Management Association. His appointment was effective February 20.

New Library Director

GRAHAM H. SADLER is the new Director of the Henrico County Public Library. He has been affiliated with the Denver Public Library in Colorado, the Fort Lewis College Library, Durango, Colorado and the Kinderhook Regional Library in Lebanon, Missouri. Sadler holds a bachelor's degree from Southeast Missouri State and a graduate degree from Emory University.

Fenton Named

GEORGE F. FENTON, SR. was appointed Administrative Assistant of the City of Lexington on January 3. He began his career as an area engineer for the Bureau of Public Roads in 1950 and rose to chief of land acquisition division for the Federal Highway Administration in Washington, D.C. by October, 1963. He has received many

awards for his work and won the Federal Highway Administrators Award for superior service in 1969.

Gross Appointed

GEORGE GROSS, Staff Director of the House Budget Committee, has been appointed to head the National League of Cities' Office of Federal Relations. Gross has worked in top congressional staff positions for nine years and has held his previous position since 1974. A native of Hungary, he attended the University of Connecticut and holds a law degree from Boston University School of Law.

Graves Resigns

Martinsville City Welfare Superintendent **HARRIETT M. GRAVES** has announced plans to resign as of June 30, 1978. Formerly a social worker in the department for 10 years, Graves became superintendent in 1975. She plans to return to her native State of Rhode Island.

Hope Will Not Seek

Suffolk Mayor **JAMES F. HOPE** announced plans not to seek another term on City Council. Serving in public office since 1963, Hope was a member of the old Suffolk City Council and became mayor of the new City following consolidation. He presently serves on the Virginia Municipal League's Executive Committee as chairman of the Urban Section.

Chase City Hires

The Town Council hired **FRED A. DARDEN** to the position of Town Manager and **RICKY REESE** to the post of Town Treasurer. Darden, a native of California, has 30 years of military service and holds a graduate degree in public administration from Central Michigan University. A native of Chase City, Reese holds degrees from Danville Community College and Averett College. Reese assumed his new job the first of February while Darden's post became effective on March 6.

Councilmanic Changes

The Mineral Town Council appointed **THOMAS ABERCROMBIE** to fill the unexpired term of Dabney Falls. Falls

resigned as a councilmember when he was elected to the post of Commissioner of Revenue in the November election. Chincoteague's Town Mayor **WHEATLEY WATSON** resigned his post as Mayor on February 28. Terrell E. Boothe, Vice Mayor, will serve as mayor until Town Council appoints a replacement.

Griffith Appointed

FRED P. GRIFFITH, JR., Assistant Engineer/Director of the Fairfax Water Authority, has been awarded the American Water Works Association 1978 "Publications Award" for his paper on the Authorities Economic and Conservation-Oriented Rate Structure. Griffith has held his post with the Authority since 1959. A member of AWWA since 1972, he holds a degree from Virginia Polytechnic Institute and State University.

Sjolund Appointed

DR. GEORGE C. SJOLUND was appointed Director of the Virginia Beach Health Department. He received his medical degree from the University of Maryland and has attended Tufts University, Gonzago University and the University of California. His most recent position was with the State Health Department's Peninsula Health Center in Newport News. His appointment was effective March 1.

Norfolk Fire Chief Named

THOMAS E. GARDNER became the Fire Chief of the City of Norfolk on March 1. An Arkansas native, he has been with the Charlotte, North Carolina Fire Department for 19 years. Gardner has an associate degree from Central Piedmont Community College and has completed courses at the University of North Carolina's Institute of Government at Chapel Hill.

Purchasing Officers Elected

The Virginia Association of Government Purchasing elected its officers for 1977-78. They include **CURTIS L. WALSH**, County of Henrico, **JAMES L. SHOTTS**, VPI & SU, **AMOS C. COCHRAN**, City of Portsmouth, **MICKY POOLE**, County of Loudoun and **BUEFORD B. THOMPSON**, City of Roanoke.

Calendar

First National Conference of Local Energy Officials, April 10-12, Stouffer's National Center, Arlington

Municipal Electric Power Association of Virginia, April 12-14, Ramada Inn, Manassas

Zero-Base Budgeting in Local Government, Regional Seminar, (MFOA), April 13-14, Atlanta, Georgia

Virginia Section, International City Management Association, April 26-28, New Cavalier, Virginia Beach

Virginia Citizens Planning Association and Virginia Chapter, American Institute Planners, May 14-16, Mariner Resort Inn, Virginia Beach

Local Government Attorneys of Virginia Conference, "Local Government Personnel Problems: The Law in Virginia", May 18-20, Sheraton Inn, Fredericksburg

Annual Institutional and Municipal Parking Congress Workshop, June 11-14, New Orleans, Louisiana

Traning Session for Mayors and Councilmen, June 14-16, VPI & SU and June 21-23, University of Virginia

U. S. Conference of Mayors, June 17-21, Peachtree Center Hotel, Atlanta, Georgia

MEPAV TO MEET

The Municipal Electric Power Association will meet on April 12-14, Ramada Inn, Manassas for their Annual Conference. Scheduled events include a tour of the Manassas Electric Distribution System, reports on the Randolph Hydroelectric Complex and legislation of interest to the Association. Some of the speakers will be Charles C. Jones, Jr., Virginia Association of Electric Cooperatives; Frederick Ritts, Northcuth Ely; and a representative from the U.S. Department of Energy. Robert Corekin, Electric Utility Director, Martinsville and President of MEPAV, will preside over the Conference.

VIRGINIA SECTION, ICMA

The Virginia Section, International City Management Association will hold its Annual Conference on April 26-28 a at the New Cavalier in Virginia Beach. President Wendell L. Seldon, City Manager, Winchester, will preside over the Conference. In conjunction with the Conference this year will be the ICMA Small Cities Management Training Program on Wednesday, April 26. The Conference will officially begin on Wednesday evening with an Opening Dinner. The program format and registration costs have been mailed to all members. In addition to President Seldon, the following comprise the Executive Committee: Bristol City Manager Hugh G. Cooper, Manassas City Manager C. M. Moyer, Jr., Williamsburg City Manager Frank Force, Salem City Manager William J. Paxton, Jr., Roanoke Assistant City Manager Sam H. McGhee III and South Boston City Manager, J. Aubrey Houghton (immediate past president).

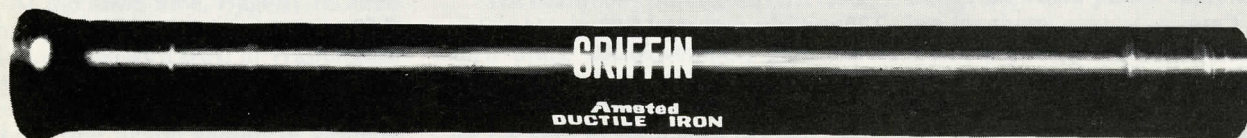
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VML EQUIPMENT VEHICLE SURVEY

By John S. Ziolkowski, Jr.

The Virginia Municipal League conducted a survey in January of this year to determine the practices of local governments regarding the purchasing and maintenance of equipment and vehicles. This is a summary of the results of that survey. As of February 15, 1978, the responses were in from 77.5 percent of the cities, 45.3 percent of the towns and 47.8 percent of the counties. The number of large localities responding leads us to believe that the results may give a good overview of equipment and vehicle ownership and maintenance.

EQUIPMENT: The majority (46.32 percent) of the equipment by percentages falls in the medium category: backhoe 10.08 percent, tractor 24.71 percent, trenching 2.81 percent and sweeps 8.72 percent. The heavy (27.23 percent) and light (26.45 percent) categories are approximately equal.

Lifespan reports indicated that 64.37 percent of the equipment is either kept 6-10 years, or over 10 years. Most

of the determination of replacement need is made on a combination of factors. Age is the largest single factor (13.75 percent). Central purchasing (33.34 percent) makes the largest group of purchase decisions with the remainder of the decisions being divided among departments, councils and individuals. Most of the buying is done by persons whose primary function is not purchasing. While only 6.25 percent of the respondents do not use competitive bidding, over half (50.44 percent) do allow exceptions.

VEHICLES: First results indicate that most trucks owned are under two tons and most cars owned are full size. The same profile for determination of need as equipment applies to vehicles. Average age for vehicles reported is 4.18 years. More vehicles (50.0 percent) are purchased by central offices though the remainder are still bought by persons whose primary function is not buying.

MAINTENANCE: Most maintenance is done by a combination of government shop and outside shop, large localities having in-house capabilities and smaller localities having none. According to the responses, location of vehicles is evenly divided among central motor pools, departments and individually assigned units. The majority of responses indicated that costs of maintenance and insurance are not included in purchase considerations.

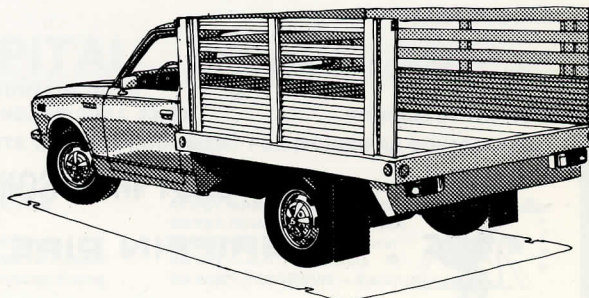
COMMENTS: In equipment, a manufacturer's representative noted that localities keep equipment beyond the efficiency periods determined in private enterprise. Also differing from industry practices was the lack of maintenance factoring for purchase considerations and the vague character of responding to the questions on fuel and operating costs. For vehicles, an area for savings appears in the two majority sub categories: light trucks and full sized cars. Federal results show that full sized autos consume the most petroleum and smaller trucks have not had the more economical diesel options. A shift to smaller autos and mini-trucks and new light diesels can save money.

EQUIPMENT MAKES: PRELIMINARY REPORT (By Category)

MAKE	HEAVY (%)	MEDIUM (%)	LIGHT (%)	OVERALL (%)
Cat.	20.00	7.27	1.7	6.98
Deere	3.78	18.18	8.5	9.54
Inter.	9.45	11.21	24.7	11.88
Ford	5.67	23.34	11.4	12.74
Clark	.81	1.81	2.8	1.60
Fiat	.81	1.36	.8	.85
Buc/Er	1.08	.60	—	.42
Terex	.27	—	—	.05
Case	2.70	5.90	7.50	4.74
Other	55.40	30.30	42.50	51.17

VEHICLES: PRELIMINARY REPORT

Make	Total Trucks	Total Auto
Ford	39.4 %	43.00%
Chrysler	11.2 %	33.00%
G.M.	27.0 %	18.3 %
IH	11.0 %	.0 %
Toyota	.02%	.0 %
Datsun	.7 %	.3 %
Mercedes	.1 %	.0 %
American	.1 %	3.7 %
Other	10.2 %	.9 %



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A More Cost/Effective Vehicle for Energy and Tax Dollar Savings

ENERGY CONSERVATION is foremost in the minds of Ohio city and county administrators and planners, and with good reason.

Having just experienced the most severe winter in the State's history, and having soberly listened to President Carter's energy message to the American people, municipal officials statewide are again earnestly seeking new approaches to old energy conservation problems.

An individual who has found just such a new approach is city councilman Richard Hagerty—a 20-year veteran of the political life of the Toledo suburb of Sylvania (pop. 20,000). His program has resulted in savings of thousands of dollars annually for Sylvania taxpayers through purchase of more economical compact police vehicles, rather than the more costly full or intermediate-size units.

"My interest in compact-sized police vehicles was triggered by an article in the August issue of MOTOR TREND magazine in 1974," recalled Hagerty.

"The country was in the process of recovering from the initial shock of the 1973-74 oil embargo. In the MOTOR TREND article, John Christy, the magazine's executive editor wrote: '... if the some 220,000 marked and unmarked police vehicles in the United States could suddenly be changed from full and intermediate-size units to compact vehicles, gasoline savings to the country would amount to annual estimated savings of from \$320 million to \$663 million depending on the statistical figures used in the calculation. ...'"

And, Hagerty emphasized, "those calculations were made when gasoline was retailing in the range of 30 to 40 cents per gallon."

At the same time, Hagerty recalled that the Law Enforcement Assistance Administration (LEAA) in Washington released figures stating that the nation's 220,000 police vehicles burn about one billion gallons of gasoline annually, and that the typical police vehicle in 1974 was averaging only eight miles per gallon. The study noted that if the fuel average could be increased by just one mile, to nine miles per gallon, "... it would represent savings of some 100-million gallons of gasoline annually. ..."

"Since our full-size Sylvania police cars in 1974 were getting less than the national average in fuel consumption—just six miles per gallon—the next logical question was what to do about it," Hagerty said.

The same MOTOR TREND article

was again very helpful in setting Hagerty on the right track.

"It outlined the excellent showing of the Chevrolet Nova compact police unit in the annual Los Angeles County Sheriff's Department (LASD) police vehicle test program at Pomona Fairgrounds near Los Angeles," Hagerty recalled. "The Nova finished the performance tests with a score just a fraction of a percentage point behind the only foreign entry—a Volvo 164. At the same time the Nova scored the highest of all five domestic makes evaluated," he said.

To convince police officers and city councilmen that the compact police vehicle would be a superior vehicle to full and intermediate-size vehicles, often takes more than bare "life-cycle" figures by themselves.

"One of the best 'convincers' that I know," said Hagerty, "is a well prepared demonstrator vehicle."

Harry Hammond, Detroit-based Chevrolet project engineer on the Nova police car and currently a Chevrolet national fleet account executive, was very helpful in providing a demonstrator unit for use by Sylvania police officers and city councilmen.

"I found that one demonstration ride was worth a thousand words," Hagerty said.

Over the two week period we had the demo, every officer on the Sylvania force and several city councilmen drove the car.

"Frankly, they were surprised," said Hagerty. "They didn't expect it to handle as well as it did, and they didn't expect it to be as roomy as it was."

"Following completion of all demonstration drives, we wrote detailed specifications for all interested bidders."

"We eventually purchased two 1975 police Novas and later two additional 1976 units. By November, 1976 we were able to put together our first set of comparison operating cost figures for the cars, as compared to in service intermediate and full size competitive police units."

"Quite honestly, we were tremendously pleased with the outcome. The compact Novas outperformed their intermediate and full sized competition in every cost category."

The four Novas were equipped with the Chevrolet 9C1 Police Package, a 350 cubic-inch four-barrel engine, automatic transmission, air conditioning, power steering, 14 inch radial tires and used unleaded gasoline.

The four 1976 competitive intermediate police cars were equipped

with the manufacturer's Police Package, a 360 cubic-inch two-barrel engine, automatic transmission, air conditioning, power steering, 15 inch radial tires and also used unleaded fuel.

Total mileage of the competitive intermediate car was 80,700 for an average mileage of 20,175 per car.

Based on a useful life of 40,000 miles and a fleet of eight police cars, the Novas produced a savings of \$4,924.80 over the competitive intermediate-size police vehicles. This is equivalent to the cost of one new police cruiser.

"In other words," Hagerty said "when compared to the intermediate, a fleet of eight Novas would save enough in operating expenses to pay the cost of the eighth car or permit the addition of a ninth fleet car at no capital cost."

Hagerty said that when comparing the Nova compact police cars to competitive full-size police units, the savings are even more dramatic.

Based upon a 40,000 mile life and a fleet of eight cruisers, the Novas will produce a total savings of \$12,480.00 over the competitive full-size police cars or approximately equivalent to the cost of two-and-one-half new Nova police cars.

"To put it another way," said Hagerty, "each Nova operates for approximately \$52.00 a month less than its competitive intermediate counterpart and \$133.00 a month less than its competitive full-size police counterpart. Additionally, our experience to date has shown that the Nova has an average 11 percent better resale value than its competitive intermediate counterpart."

More important, according to Hagerty, is the fact that reduced operating costs are by no means the only things the Nova police cars have going for them.

"They are also vastly more efficient in handling and performance than the older style larger cars. They corner securely, precisely and quickly. Their response to steering input is quick and easy, allowing them to slip through traffic in a way the larger cars never could. Their quick acceleration tends to allow them to end most pursuits before they get started—and I think you'll agree that when pursuit is necessary, the best pursuit is a short pursuit," he said.

Arthur Cole, Sylvania chief of police, couldn't agree more.

"When it comes to pursuit work it all boils down to the safety of my

(Continued on page 17, col. 2)

Places

CHESAPEAKE—City manager Durwood S. Curling reported in his five-year capital budget message that the approval of \$7.4 million in bonds will be required in a referendum in 1980. The bonds will provide funds for two new schools and four school addition projects.

CULPEPER—Town Council voted to join the Rappahannock-Rapidan Planning District Commission (PDC 9). Membership dues to the planning district commission will be \$1,376 per year. The PDC membership allows the appointment of two delegates to the commission from the Council upon the PDC's acceptance of the Town's application.

ALEXANDRIA—A new City report concludes the City's water system cannot meet minimum standards for fire fighting in seven areas. Approximately \$10 million will be needed to make the necessary improvements. City Manager Douglas Harman said this will cost residents at least 16 extra cents for every 1,000 gallons of water they consume or \$12.80 per year for the average household.

NORFOLK—No housing is included in the renewal project under a plan being developed by the Norfolk Redevelopment and Housing Authority. One of the most blighted sections in the city will be planned for commerce and light industry of which approximately 80 percent is already commercial.

VIRGINIA BEACH—City Council and the school board were presented plans for the proposed Virginia Beach Museum of Marine Sciences in a recent joint meeting. Two sites are being reviewed to house the largest science museum in the State. The master plan would either implement Sea Shore State Park or the Dome.

ARLINGTON COUNTY—Member delegates of the Arlington County Civic Federation voted to recommend to the Arlington County Board that a citizen's commission be appointed to review the possibilities of Arlington becoming a city. Arlington Board Chairman John Purdy expressed the Board's interest at looking into the advantages and costs associated with the

county to city conversion.

ROANOKE VALLEY—A new attempt has been made to resolve a long standing disagreement over sharing the costs of a major sewer interceptor line that will serve the northeast part of Roanoke County and the southern part of Botetourt County. The four localities represented, Roanoke, Vinton, Roanoke County and Botetourt County, will jointly share the costs. Under the formula used in the Roanoke Valley for sharing costs on joint interceptors, Botetourt County would have to contribute a major part of the expenditures.

JAMES CITY COUNTY—Ball Metal Container Group announced that it will spend \$19 million to enlarge its assembly plant in the County. County administrator James B. Oliver, Jr. greeted the announcement with surprise and gratitude, since it will mean about 150 new jobs and increased revenues for the County.

WINCHESTER—Mayor Stewart Bell, Jr. reiterated his favorable stand on the proposed joint City-Frederick County governmental facility study. Calling the lack of governmental office space the biggest problem that confronts Winchester as a community, Bell said the study should be a project done comparatively with the County. Mayor Bell said the operational savings realized with the joint venture would help offset increased costs of maintaining present court services.

VIENNA—A recent audit revealed the Town has accumulated a 1976-77 bud-

get surplus of nearly \$1 million. Charles Johnson, deputy director of the Town's finance department, said it was the largest surplus the Town has had. Officials have not made plans on how to spend the bulk of the surplus.

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HUMAN RESOURCES: NEW PARTNERS/NEW ROLES

By Dr. Jean L. Harris, M.D.

Our advanced technological state has produced not only increasingly rapid and far-reaching changes, but has also reduced individual capacity for self-sufficiency. In the former days of our agrarian society, families provided for themselves. Families in need could look to their neighbors for sustenance and support through periods of unpredictable crisis. Today, families have become displaced in time and space away from neighbors, friends and relatives who have provided traditional supports. Furthermore, much that was previously done by hand is now done by machine and the computer, a product of our modern technology, is replacing not only hands, but brains. In today's society, work consists increasingly of services and a person's worth is measured by a new and different criteria, the quality and quantity of the services he provides rather than the material products of his labor.

With decreasing ability of individuals and families to provide for themselves, federal, state and local governments have assumed increasing primacy in the provision of services for all citizens, an increasing role in the advocacy for those in need, and an increasing role in the redistribution of material goods and the nation's wealth. The state has assumed these roles in addition to its policing and regulatory powers. In its new role as policeman, provider, distributor and protector of the weak, the State makes decisions as to the appropriate distribution of goods and monies through the legislative process and the subsequent delegation of responsibilities to State agencies. The State agencies, as extensions of legislative interest and directives, develop and implement programs to benefit the Commonwealth. In the area of human resources, these activities are carried out through the Departments of Health, Mental Health and Mental Retardation, Welfare, Vocational Rehabilitation, The Office on Aging, the Virginia Employment Commission, the Commission of the Visually Handicapped, the Virginia Council for the Deaf, the Developmental Disabilities Planning and Advisory Council and the Developmental Disabilities Pro-

tection and Advocacy Office.

Neither the State Legislature nor the State agencies are all wise. In order to make programs responsive to local needs, there must be local input. The development of services, therefore, must become a partnership between State and local governments; and perhaps more important, between State, local governments and the community as represented by the citizens boards of local and regional planning units, i.e., the chapter 10 boards, the area manpower planning councils and health systems agencies.

The role and responsibilities of the respective partners differ depending upon the program. In some instances, decisions regarding the distribution of funds have been securely seated with local units. In other instances, the local unit plans, evaluates and advises the State as to the program's utility, desirability, design, criteria and quality control. The outgrowth of our joint effort has been a tailoring of programs to needs defined at the local level.

Since different communities define and prioritize their needs differently, there has been some disparity in program placement and design between and within some of our communities. Such differences have led to instances of recipients "falling between the cracks" as they change residence, thereby creating issues of access and equity. Equally important are barriers to access created by different eligibility criteria in some of our programs and the belated recognition and identification of individuals who, although eligible and in need of services provided by the State, do not fit neatly into prior definitions of eligibility. An example of this is the current attention given to the emotionally disturbed child with behavioral problems who in the past has been constrained in the juvenile justice system. Children who are behavioral problems and who have not committed felonious crimes or assaults against society, clearly deserve other alternatives. In November, 1976, an interagency agreement between the Department of Mental Health and Mental Retardation and the Department of Corrections, Division of Youth Services, established a process by which such children are referred to an interdisciplinary prescription or case plan for the child's care and treatment, expedites disposition and provides follow-up to the child's progress.

With great, but limited resources, it

is incumbent upon all of us in the human resource area to integrate and coordinate programs so as to effect maximum benefit for our clientele. Future activities in the Office of the Secretary of Human Resources will relate to strengthening interagency cooperation at the State level and strengthening of the partnership with local governments and citizen boards for the purposes of identifying and planning for removal of program barriers to consumer access. The prescription team just described is but one illustration of the steps to be taken and the future direction.

The present Administration has an avowed goal to contain the size and scope of State government. Reorganization is in the air as the present General Assembly wrestles with the problems of streamlining State government while maintaining functional integrity. With reversal of the trend to centralize program functions and responsibilities, we must find ways to maintain our existing effort while fostering future program development at the local level. In short, expansion of the community service network through support of local efforts, both public and private.

As an example of our future direction, there is a general consensus that not all people committed to mental health institutions in the past should have been placed there. For several years we have witnessed a massive push to deinstitutionalize those individuals who could be returned to communities. Deinstitutionalization is in the best interest of the patient, as is avoidance of unnecessary institutionalization. However, in many instances, there are little or no support services for the mentally disturbed in the community to which they are returned. Consequently, communities have become afraid of, and less than enthusiastic about, accepting such individuals back into their midst.

The value and viability of a comprehensive community approach to mental health services delivery has been proven. Commitment to deinstitutionalization, pressures for treatment in the less restricted environment of the community and identified needs of the deinstitutionalized population call for a range of supportive community services. The present commitment to maintenance and rehabilitation of individuals in their current environment will be reflected in a new initiative directed toward improvement and expansion of commu-

ABOUT THE AUTHOR

Dr. Jean L. Harris, M.D., is the Secretary of Human Resources, Commonwealth of Virginia. This article is Dr. Harris' remarks to the Community Exchange Program, delivered February 16, 1978.

nity-based psychological and rehabilitative services. The new program effort should assist localities to bridge the gap between what they currently are capable of doing and what is required for a comprehensive community support system.

It is not possible to predict where the process of reaching out to new partners and new roles will lead us. Only one thing is certain and that is building cooperative, rather than competitive or adversary relationships, can only result in stronger human service programs for all.

VBOA TOPICS

By George H. Williams, Fairfax County

I would like to take this opportunity on behalf of the VIRGINIA PLUMBING INSPECTORS ASSOCIATION (V.P.I.A.) to extend to everyone a cordial welcome to attend our 15th Annual School and Conference, which will be held May 5-6, Stouffer's National Center Hotel, 2399 South Jefferson Davis Highway, Arlington, Virginia.

The school, which is a two-day affair in the spring, is held each year in a different area of the State. It will be held on Friday (9:00 a.m.-4:00 p.m.) and Saturday (9:00 a.m.-2:30 p.m.)

The program this year includes the following:

- Proper installation of an individual private water system
- Treatment of the domestic water supply
- Saving of water and energy
- Proper use and installation of non-metallic materials for shower pans and membrane applications
- State health requirements for restaurants and food services
- Effect of aerosol sprays and gas appliances
- Proper installation of water heater
- Proper installation of heating & air conditioning equipment
- Fuel fired equipment—ventilation & combustion
- Corrosion control of underground gas piping
- Installation of fire systems, and
- Films—"Barrier Free Washrooms" and "One Step Ahead."

A representative from the state housing board will give an address on Code Enforcement. Although the program does not have a code class scheduled, I am sure the membership will be more than willing to help you resolve it.

You will find many manufacturers,

or their representatives, displaying their products. The main purpose for having exhibits is to give the inspector a better technical understanding of the products, especially their function and installation requirements.

We will have our "Early Bird Oyster Roast" on Thursday at 6:00 p.m. and on Friday night at 7:30 p.m., we have planned a Champagne Tour of Washington D.C. The Tour will cost \$13.00 per person and you must sign up by April 8, 1978. Saturday night is our Annual Banquet beginning with the social hour at 6:30 p.m., dinner at 7:30 and the dance at 9:00-12:00 p.m. In addition to the men's program, our ladies' auxiliary has planned a program for the wives, so why not bring them with you?

We organized approximately 15 years ago, with a membership of seventeen and now there are over 400 members. We have three membership meetings a year. The early spring meeting, which is the two day school and conference, emphasizes training. The second meeting, held during the summer, is a family outing, and the third gathering is our Christmas party.

We look forward to seeing you in Arlington on May 6-7 for our Annual School and Conference.

VEHICLES, Con't from 13

men," Cole said. "That was my very first consideration when councilman Hagerty came to me with the proposal of switching from full and intermediate-size cars to compact vehicles. The first question that popped into my mind was—'are these cars safe?'

In the Nova we found that its sturdiness and structural integrity were beyond question. Its handling and acceleration were twice as good as that of the larger police vehicles.

Hagerty offers these eight steps to any municipal or law enforcement officer interested in reducing costs by purchasing compact police vehicles:

- 1) Prepare a detailed cost analysis of present police vehicles.
- 2) Contact police departments who already own compact police vehicles and ask for cost data on the cars from them for comparison purposes.
- 3) Obtain a well prepared compact police car demonstrator unit from a dealer or preferably through the area fleet sales representative of the manufacturer.

- 4) Schedule a number of test drives over a period of several weeks for key municipal budget, police administrator and patrol officer personnel. One test drive by these key individuals in a well prepared unit will be worth a

thousand words in selling them on the desirability of obtaining the unit.

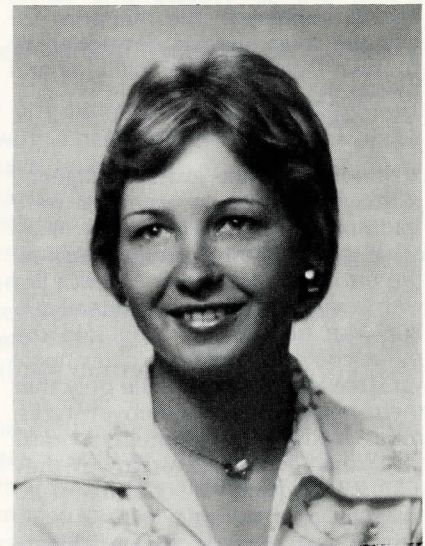
- 5) Write your specifications for the car you would like to have, and let these specs out to several competitive dealers in your area.

- 6) When ordering the unit you and your chief of police select, keep the initial order small (one, two, or three units) and put them in full patrol service.

- 7) Set up a meticulous record and cost analysis of the units.

- 8) Increase your order for new units only when you are satisfied that they are contributing effective cost savings in all important cost categories including fuel, tires, maintenance, and later on, resale of the used unit.

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BRENDA M. SOUTHWORTH RESIGNS

Brenda M. Southworth, administrative assistant for the Virginia Municipal League, resigned March 15. Ms. Southworth became affiliated with the League in 1970 as a secretary and was appointed administrative assistant in 1975.

Among her many duties, she compiled and coordinated the Directory of Virginia Governmental Officials and coordinated seminars with the State Department of Personnel. Additionally, Ms. Southworth was business and circulation manager of *Virginia Town & City* magazine, the official publication of the Virginia Municipal League, and assisted in compiling government information in League reports and surveys for League members. The League appreciates the work of Brenda and her many contributions to the VML and wishes her every success.

States as City Savers

by Neal R. Peirce

While the Carter administration gropes for an urban policy to channel jobs and new life into the nation's cities, Massachusetts has one in place—and it's working.

Michigan, looking for ways to reinvigorate Detroit and its other imperiled industrial cities, has begun to implement an urban strategy almost as effective as the Bay State's.

And California, now a global symbol of sprawl development that robs center cities and older town centers of their lifeblood, may have a sweeping urban strategy in place by the start of 1978—if Gov. Edmund G. Brown, Jr., Democrat, has the political courage to implement the blueprint for city and town survival developed by his own Department of Planning and Research.

Traditional Neglect

Mindful of the gross negligence with which state governments have traditionally treated cities, many mayors and minorities' spokesmen assume the only hope for urban America lies with massive infusions of federal aid. But wise heads have long said the states could become the cities' most valuable allies if they would only shift their immense powers—over taxes, roads, land use, government job location, and federal aid programs they administer—from the detriment to the help of urban areas.

In Massachusetts and Michigan, that's precisely what's happening—thanks to two strong governors, Michael S. Dukakis, Democrat from Massachusetts, and William G. Milliken, Republican from Michigan.

Long before he became governor, Dukakis says, he decided there was something "radically wrong" with policies in Massachusetts—repeated nationwide—that fostered "scatterization" of development and jobs: "We were being engulfed by spread city while the people who needed jobs the most were left in declining urban neighborhoods."

His solution didn't lie in massive appropriations for cities or "vast" land-use planning efforts, but rather in turning all the state's existing regulatory powers and public investment programs, in a single-minded fashion, to one goal; reinforcement of existing city and town centers.

Frank Keefe, a 28-year-old, "action-oriented" planner who had already done much to revive the old mill city of Lowell, became Dukakis' state

planning director and chairman of a seven-member economic development cabinet charged with making the urban reinvestment strategy a reality.

The development cabinet "hunkered down" with leaders in each of the state's old urban centers. Each city was urged to identify what made it distinctive—interesting old buildings or squares, ethnic enclaves, special natural settings. Even such supposed liabilities as deserted mill buildings or decaying waterfronts, it was suggested, could be recycled for housing, industry, shops, restaurants and recreation as part of an overall strategy for downtown and neighborhood revitalization.

Cities were offered "one-stop shopping" for needed State assistance, from clearing state building code obstacles to commitment of funds—virtually unprecedented in the nation—for State parks in downtown areas. The state targeted its own facilities to downtowns, shifted sewer assistance programs to favor densely settled areas, and diverted State and federal highway funds from new projects in the open countryside to brick-paving sidewalks and improving city roads. After a heated battle with the education bureaucracy, state school building assistance policy was shifted to favor rehabilitation of schools in center cities rather than abandoning the old structures and forcing cities to build afresh in green acres on their outskirts.

The word went out to industries and developers, says Keefe: "We'll bust our backsides to help you develop in a city industrial park, to rehabilitate an old mill building, to engage in a downtown recycling project. But it's counterproductive for use to spend money extending a sewer line or highway to your development out in the middle of nowhere."

Massachusetts now boasts a moderate flow of industries selecting in-city locations over the suburban sites so favored in recent years. The prospects for industries in cities are the brightest since World War II, Dukakis claims, citing the energy crisis, labor availability in cities, utility lines and roads already in place that won't mean increasing property taxes, and the enhanced image of such cities as Lowell and New Bedford.

Under Milliken, Michigan has sharply increased state revenue sharing for cities; made a state "equity" payment—almost \$30 million this year—for services Detroit provides its suburbs and the state; enacted a 12-year tax benefit for factory improvement or new construction; and approved a job development authority.

Milliken has asked the legislature to approve sharing of property taxes on new construction in the Detroit area, akin to Minnesota's pioneering program for the Twin Cities region.

Though State police are traditionally out-country, nonurban law enforcers, Milliken threw them into Detroit to help an undermanned city police force stop a wave of felonies on city expressways. Now, despite legislative opposition, he wants to expand the program to other large cities, including Grand Rapids and Flint.

Milliken acknowledges his pro-city policy is less than popular with some fellow Republicans from suburbs and rural areas. But unattended, he told me, city problems will inevitably infect suburbs; abandoned cities would not only mean forsaking the billions already invested here, "but would mean we're abandoning the whole city."

California Follows Massachusetts Model

California's proposed plan borrows heavily from the Massachusetts model, decrying spread development. The 4 to 8 million additional population California expects by 2000, the plan says, can easily be accommodated in underdeveloped land in existing cities.

California is currently gobbling up open spaces and farm lands at an alarming rate, notes Chief State Planner Bill Press. The process, he says, is incredibly wasteful of land, energy, tax dollars, underutilized buildings, streets and schools in already settled areas, and the human energy of Californians obliged to commute to work over long distances. Streets like Spring and Flower in Los Angeles are like a "Ghost town," he says, as developing areas of Orange County lure an industry a day away from the city.

If Brown adopts the plan, all state agencies would be obliged to tailor their policies toward urban conservation—a radical break with past practice. Brown would encounter opposition from localities forced to yield land-use decisions to regional authorities, from affluent communities obliged to share taxes with poorer communities on a regional basis, and real estate and construction interests whose exploitative development tactics would be curbed.

Yet if the most populous state does opt for urban conservation, the idea of states as city savers could gain such momentum that it would become the rule, rather than the rare exception, in years to come. □ 1977 Neal R. Peirce

Mr. Peirce writes a syndicated column on the problems and prospects of cities and states which appears nationally in more than 100 publications.

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

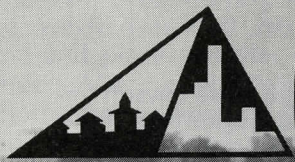
The entries will be judged by a special committee whose members are selected for their expertise in the areas of the awards.

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.



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