

# Virginia Town & City

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# Editorial

## FEDERAL CRIMINAL CODE REFORM

A subcommittee of the House Judiciary Committee is considering one of the most complicated, lengthy bills ever introduced in the Congress. The proposed 382 page Federal criminal code reform bill represents more than twenty years of effort.

While criminal law enforcement is primarily a state rather than a Federal responsibility, the significance of Federal criminal law is enhanced because it should serve as a model for state criminal codes.

There is universal agreement that Federal criminal code reform is badly needed. Unlike most of the other countries of the world, the United States has never enacted a true criminal code. Federal criminal law is a consolidation—a body of laws drafted by different groups to deal with diverse problems as they arise—rather than a uniformly drafted, consistently organized code. Amendments have been largely cosmetic.

As a result, the criminal code on the Federal level is at this moment a haphazard, hodgepodge of contradictory and imprecise laws, piled in stopgap fashion one upon another with little relevance to each other or to the state of the criminal law as a whole. Crimes are arranged in alphabetical order rather than logically by their relation to one another. Many extremely important areas have been left to the courts for case by case development and have never been codified. Rather than being a modern, workable document, existing Federal criminal law is still based on 19th Century concepts of criminal justice developed in a rural, agricultural America.

The proposed criminal code reform restructuring the entire body of U.S. criminal law has many advantages. Obsolete sections are eliminated. Definitions of offenses in one part of the code relate clearly to sentences in other parts of the code.

Where terms recur throughout the Code, they are defined in order to avoid inconsistent and confusing interpretation. A conscious effort is made to speak in common English. Offenses are defined simply, uniformly and precisely.

Criminal code reform would have little practical significance unless accompanied by a realistic approach to the problems which arise once a person has been convicted of a Federal offense. Thus, the heart of the reform is a complete revamping of the sentencing system.

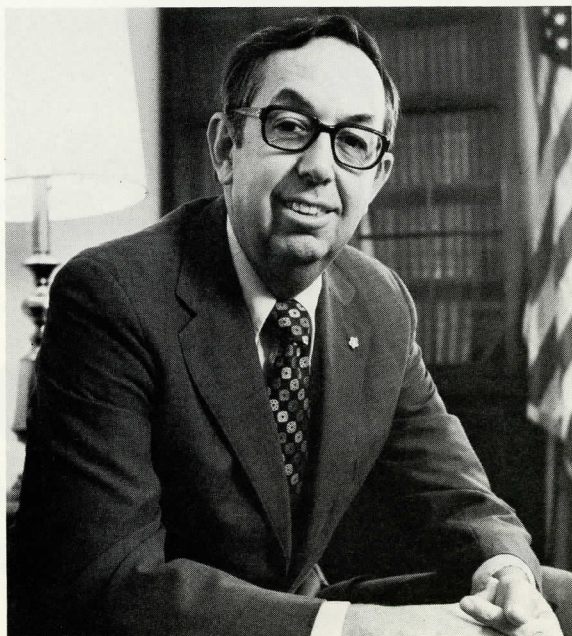
Under the proposed legislation, all criminal offenses would be classified into nine categories for sentencing purposes varying in proportion to the severity of the offense. A Sentencing Commission would be established to develop a system of sentencing guidelines, including recommended sentence ranges. Enactment of this sentencing system should go a long way toward reducing the disparity among sentences imposed by different judges and providing more certainty of punishment with the accompanying deterrent effect.

The Senate, after extensive deliberation, removed many of the controversial sections of criminal code reform and passed it on January 30 of this year. The sections removed will be separately considered at a later time.

But consideration of this massive legislation is only in initial stages in the House of Representatives. Even after passage by the House, resolving the inevitable differences between the House and Senate could be a lengthy process.

There are still many controversial provisions in the Senate-passed bill now under consideration by the House of Representatives. Several of these can be deferred for later consideration and many desirable and needed changes in the law can still be accomplished. This is still a possibility.

As this publication goes to press, we have not yet given up hope that the comprehensive criminal code reform the need for which is so clearly indicated, will be enacted this year. However, even if it is not, I am hopeful that the Congress at a minimum will reform our sentencing procedures and repeal obsolete sections of the Federal criminal code. If comprehensive reform is not agreed to this year, Congress will certainly give it priority consideration in 1979.



*M. Caldwell Butler*

M. Caldwell Butler  
6th District  
House of Representatives  
United States Congress



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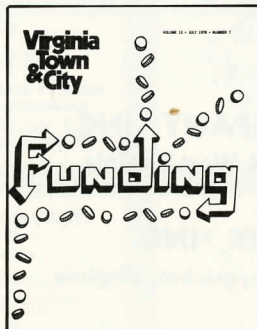
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ON THE COVER: Sketch by Vernon W. Banks, Library Assistant, Virginia Municipal League.



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# KEYS TO GRANT PROPOSALS

By DR. J. DOUGLAS McALISTER

## Introduction

Governments in Virginia are often confronted with the decision of whether to apply for a private, state, or federal grant to fund needed local projects. If the decision is made to apply, then numerous questions relating to what, where, when and by who must be answered. At the outset, the community must realize that different potential grantors have their own regulations and styles. This difference also exists between state and federal grants and those of private foundations. State and federal grants generally require greater documentation, forms and supporting credentials than the brief letter format required by most private foundations.

Competition for grant dollars is keen and communities who seek grant monies must understand that there are no well-defined rules which guarantee success for their efforts. There are, however, a number of general principles which can be utilized to enhance the likelihood for success in obtaining funding for proposals. The purpose of this article is to share some of the most important principles with potential grant writers.

## What is a Grant Proposal?

At the outset, the question must be asked: what is the purpose of requesting funds by developing a grant proposal? A proposal is nothing more than a written offer to match resources with needs in order to effect a solution to a community problem.

It is very important to be creative and show imagination in developing a proposal. The way an idea is expressed, often separates the funded proposal from those which are filed or reworked. Remember that in simple terms a grant writer is trying to bring "what is" closer to "what ought to be" and a proposal should reflect this notion.

## Abstract

The developers of a community grant proposal should always complete an abstract before engaging in the more difficult task of developing a complete proposal. The abstract forces communities to briefly and concisely summarize the proposed scope and approaches to be utilized. The abstract should include title, description of the problem situation, potential audience to be served, program objectives, method of implementation and resource support.

## ABOUT THE AUTHOR

J. Douglas McAlister is Associate Professor and Community Development Specialist, Extension Division, VPI & SU.

## Basic Components of a Proposal

The proposal itself is a detailed statement of the information summarized in the abstract. Be concise without being unnecessarily wordy. Remember that the reviewers will probably be analyzing a number of similar proposals. Most proposals will consist of the following four basic components which should interlock to build an effective approach to the solution of a problem:

- *Projective Narrative* This element is a detailed description of the project. The objectives of the project as well as the plan or strategy for meeting these objectives must be included.
- *Project Research* Show that the project is well thought out, including relevant data, charts, summaries or techniques to be utilized within a clearly defined time frame for the project where appropriate.
- *Budget* Most grantors will have their own form and regulations which must be met. Be sure to know completely the restrictions or possibilities in matching funds.
- *Budget Narrative* Each budget entry should be described and justified in this component of the proposal. Remember, proposal evaluators are generally experienced people, so don't try "snow jobs" or surprises on them.

## Generating Proposal Ideas

An idea may be a good one regardless of the source. It is important that those who seek funding for proposals take advantage of the ideas of every person with whom they make contact. Many funded community proposals do nothing but address an obvious problem in a unique or efficient way.

Be sure to take advantage of the group process when developing proposal ideas and encourage interaction at all administrative levels. Role play through the proposal by having someone play the "devil's advocate" and pick at the proposal. These approaches strengthen the proposal but have one, and only one, person actually write the proposal.

## Things to Do

In a brief article, all of the things that need to be done in writing a successful proposal cannot be covered. Regardless of the nature of the project, most experienced grantsmen have found the following ingredients to be present in successful proposals:

- evidence that the program instructions and guidelines have been read THOROUGHLY;
- evidence of planning and preliminary work and proof that the applicant has thought through the project;
- all components of the program are consistent with each other;
- the proposal is sufficiently detailed and complete in all aspects so that the reader does not have to speculate on meaning, procedures or methods of implementation;
- the relative cost of the project is commensurate with expected results; and
- a visit to the funding organization to add the personal touch may get the project funded.



If the proposal is not funded, always ask for specific reasons why it was not funded. The information received might help make the next application successful.

#### *Program Design*

A concern throughout the proposal should be whether or not a logical flow from one section to another has been developed. In other words, has a program design been developed for the project?

*Content* Is the subject matter appropriate to the participants' level of understanding, to the problem stated in the proposal and to the objectives?

*Format* Are the problems and subject matter present in meaningful, interesting and appropriate formats?

*Leaders* Have qualified and appropriate project leaders been selected or trained? What criteria have been established for project leader selection? Who selects project leaders?

*Method* Are the general methods and specific techniques for implementation appropriate and varied? Who selects the methods?

*Materials* Are materials used in the project suitable? Who will select them? On what basis will they be selected?

*Articulation* Is the proposed pattern of operation clearly defined and well articulated? Do various phases of the program build effectively upon one another?

*Evaluation* Are suitable ways for measuring results described? How appropriate are the measures for determining the degree to which objectives will be achieved? Who will do the evaluation? When will the evaluation be done?

#### *Project Administration*

Often, concern for project administration is an afterthought that plagues a project after it has been funded. To increase the likelihood of having a successful project in a community, plans for project administration must be considered in a positive manner before filing the application. Several questions relating to project administration are identified below:

*Project Director and Staff* Are the project director and his staff fully capable of carrying out the project? What will their roles be in selecting leadership, methods for implementation and materials for the various activities?

*Timing* Can the project be accomplished in the time allocated? Is the overall time schedule clearly stated and realistic?

*Cooperating Groups* Are the appropriately affected groups or agencies involved in the planning and execution of the project?

*Finance* Are financing arrangements well thought out and legitimate? Is the proposing agency or department capable of fulfilling all requirements of cost control and accounting?

*Facilities* Have physical facilities been selected which are conducive to the successful management of the project and its activities?

*Promotion* Have appropriate ways been identified or developed for interpreting the project and its programs to the publics influenced by it?

#### *Budgeting*

An important element in any grant proposal is the budget. Budgets may vary greatly in scope and complexity. Consideration must be given to personnel, administrative expenses, indirect cost and total cost. Different funding sources have different requirements and there are many ways to figure budgets. Many times, the simple placement of where you are going to apply indirect costs (overhead) will mean thousands of dollars. For example, some grants allow 15 to 30 percent of labor cost to be figured for overhead while others say just 15 to 30 percent of cost. In the latter case, considerable gain is made if both labor and administrative cost are used to calculate overhead.

#### *Proposal Summary*

The proposal summary often is taken to lightly by local governments. Many see it as something that is completed as an afterthought. This is wrong! The summary is probably the first thing grant reviewers will read in a proposal. If it is not developed in a professional and concise manner reflecting what is wanted, it may also be the last thing they read. On many applications, there will appear a summary box. It should always be completed in a clear, concise and specific manner.

Most funding agencies will have a screening procedure. It is here that many proposals are rejected because the examiners feel the proposal is not consistent with their priorities. Be aggressive and show how your proposal meets their test; you will benefit from the effort. Successful grantsmen often place their summaries at the front of their proposal to exhibit their confidence in the proposal. This technique works and is generally appreciated by proposal reviewers.

#### *Conclusion*

Several elements that assist in the development of a successful grant proposal have been reviewed and following these suggestions will help increase the chances of funding. Important in the eyes of a funding source is credibility. Credibility is established both in the application and through previous dealings with an agency, which may be more important than the rest of your proposal. Build credibility and keep it! Being late, incomplete and excessive in jargon will have a detrimental effect on a community's funding efforts.

Implementation of the ideas presented in this article will not insure that a community will receive a grant. Following these suggestions will, however, improve chances in a highly competitive market.



## WHAT TO DO UNTIL THE CHECK COMES IN

*Coping With the Pre-award Jitters*

By Maggie Goll

For every variation in the grant application process, there is at least one variation in the grant award process. What, if anything, the applicant should do in the period of suspended animation known as post-submittal/pre-award state may be one of the more problematic aspects of the grant process. There are guidelines for preparing the application, spending the money and evaluating project effectiveness. Even the auditor who comes in after-the-fact has guidelines to follow but what is noticeably absent are broadly applicable, clear guidelines for what to do until the check comes in.

Manifestations of the pre-award jitters may begin to surface before the copying machine has had a chance to cool. Should the application be mailed or hand delivered? Should someone just drop it off or make an appointment with the staff of the funding agency? Who should be responsible for such tasks? How does one find out who's who . . . who's talking . . . who's reliable?

Like most grant-related questions, the answer to all of these questions is that it depends. While that may not seem particularly helpful, it may be the most useful concept for the novice to learn—it always “depends.” The ability to identify the variable on which it depends, however, is one of the major differences between successful and unsuccessful grant seeking. The most reliable way to begin identifying the variables is to contact the funding agency.

Somewhere in the guidelines announcement, annual report, or whatever, should be a contact name, phone number and address. The initial contact should be made, in most cases, early in the application process.<sup>1</sup> There are practical advantages to early contact such as to see if the guidelines have been correctly interpreted, whether the deadline is a date of receipt or a postmark date and that the forms

being completed are not outdated. It is also possible, sometimes, to get an idea of how many grants are to be awarded, what type of review process will be used and whether or not technical assistance is available from the agency. This initial contact can make the followup, once the application is complete, both easier and more productive.

If time and resources permit, a personal visit is always preferable to making the contact by phone provided the contact is handled properly. Applicants who misinterpret the purpose of “contacts” may do almost irreparable harm to their funding prospects.

Some novice grant-seekers have been led to believe a friend on the staff of the funding agency is as good as a check in the bank. The ability to obtain grant funds, according to this school of thought, increases in direct proportion to the number of personal and influential friendships developed. Circumstantial evidence helps to perpetuate this glad-hand School of Grantsmanship. It is certainly undeniable that grant-seekers who routinely contact grant-makers get more grant funds. There is, however, an ethical explanation. A clear understanding of funding criteria and agency requirements fosters accurate, well-prepared, highly fundable proposals. Information, not favoritism, is the name of the game.

Contacts established during the early planning phase can be very helpful in coping with the anxiety that builds during the pre-award period. But, again, these contacts must be handled appropriately. Follow-up on an application should be limited, in order to make certain the packet has been received and to determine whether the agency or the applicant is to assume responsibility for initiating any necessary revisions or additions. Tact and careful listening are crucial, since agency staff may be operating under fairly rigid policies concerning information given to applicants. Thus, in asking “a small favor” or “pressing” for certain information, applicants may undermine their own credibility and jeopardize the staff person's job.

The specific steps the agency takes in reviewing applications and announcing awards should be outlined in the guidelines or other agency materials. At minimum, the process will include three basic steps:

- *Administrative Review* A cursory check to see that the required forms and various parts of the proposal are included, that the authorizing signature is on the correct line and the necessary blanks have been filled in.
- *Review and Recommendation* The budget and proposal narrative are assessed (often based on a list that covers many of the points included in Dr. McAlister's article on page 5, particularly those concerning program design and project administration). In some agencies, staff members conduct this review. Stall other agencies use peer review, applicant presentation, or a combination of methods. Regardless of who completes it, the result is a recommendation for the formal action to be taken on the proposal.
- *Formal Action* Typically, the final funding decision is made by a policy board (council, trustees, board of directors, commission, etc.) or the agency head. As a rule, staff or review

<sup>1</sup> One exception is the small private foundation, which may not have a staff to contact. There may be little information available except what can be learned from other applicants and that appearing on the foundation's annual IRS form, called the “990AR.” These forms are often available at the regional libraries of the Foundation Center in Richmond or Washington, D.C.

### ABOUT THE AUTHOR

Maggie Goll is Grant Coordinator on the staff of the Department of Developmental Programs in the City of Hampton.



panel recommendations are followed, but even this "depends."

Sometimes the net result of following-up an application is the proverbial "don't call us, we'll call you." The applicant can gain very little by ignoring the advice. Some applicants use this period to finalize the details of implementation, firm up cooperative agreements and draft promotional materials. The detail and extent of activity "depends." The primary variables this time are the probability of ultimately receiving the funds and the policy of the funding agency concerning pre-award expenditures or retro-active payments.

When the funding is reasonably sure, the objectives ambitious, and the grant period brief, it's probably worth the risk to do as much as possible to speed up the implementation process. It is probably not worth the risk to hire the staff, rent the office, or order the equipment since the agency may disallow the expense when the auditor finally comes to call. When the application is "a long shot" it may be best to spend the pre-award period cleaning up work that piled up while the application was being prepared. Obtaining a grant is a long, involved process and this pre-award period is difficult, not only to the novice but to the professional as well.



### CHARLOTTE KINGERY NAMED EDITOR

Charlotte Kingery, Staff Associate of the Virginia Municipal League and Managing Editor of *Virginia Town & City*, has been named Editor of the Magazine. Miss Kingery joined the League in 1974 from the position of intern with the City of Virginia Beach. In addition to her magazine duties, she staffs three League affiliate organizations. She is responsible for media relations and public information and has conducted various training programs. As editor, she will continue with these duties.

Her primary activity has been with *Virginia Town & City* and her initial duties were to prepare feature articles and columns. She gradually assumed more duties in preparation and publication of the magazine. Through her efforts, *Virginia Town & City* altered its appearance and content, enhancing its value as a source of information to governmental officials.

Miss Kingery is a graduate of the Virginia Polytechnic Institute and State University with a bachelor's degree in political science. She is presently enrolled in graduate courses at Virginia Commonwealth University in mass communications. The League is proud to have Miss Kingery serve as Editor of *Virginia Town & City*.

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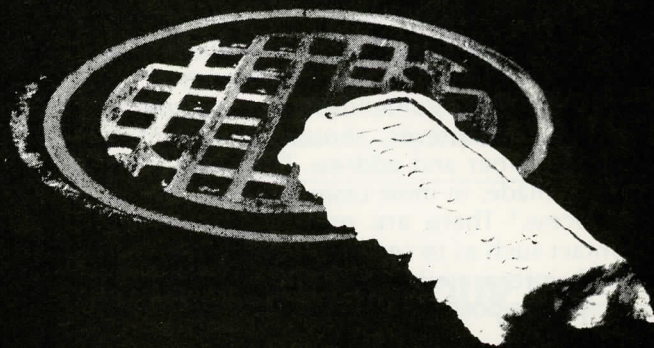
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# People

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## Jones Dies

**CECIL F. JONES**, Finance Director of Henrico County, died Tuesday, May 9. A graduate of the University of Richmond, Jones earned both a bachelor's and master's degrees in business administration. Prior to his post with Henrico County, he was affiliated with the University of Richmond, T. Coleman Andrews, an accounting firm, and the House of Delegates Appropriations Committee. He succeeded Edward G. Heatwole as Henrico's finance director August, 1976. The Virginia Municipal League extends sincere sympathy to the family of Cecil F. Jones and to Henrico County.

## Yates Named To Post

**J. EDGAR YATES**, Salem's Director of Public Works, has been named Assistant City Manager. Yates fills the position left vacant when Jerry L. Gwaltney resigned the post to become city manager of Concord, North Carolina. Yates has been with the City for 46 years.

## Wasserman Appointed

**DR. MARTIN P. WASSERMAN** was appointed Director of the Arlington County Department of Human Resources. He succeeds Dr. Helen Hackman who resigned in April. Dr. Wasserman holds a bachelor's degree from Williams College, a medical degree from Johns Hopkins and a law degree from the University of Maryland. Dr. Wasserman was formerly the chief medical officer for Community Health Centers, Bureau of Community Health of the Department of Health, Education and Welfare. He has also been involved in legal-medical activities relating to children, particularly in the area of child abuse. Wasserman has served as director of the pediatric emergency room at Uni-

versity Hospital, Baltimore, and was a medical officer in the U.S. Public Health Service.

## Cooper Named

The City of Falls Church has announced the appointment of **DAVID R. COOPER** as the new Director of Business Development. He has a master's degree in urban planning from Harvard and has served as a consultant and planning official. Prior to his appointment with Falls Church, he served as director of the Department of Planning and Community Development for the City of Alexandria. As development director, Cooper will work to promote business development in the City and will serve as a liaison between the City government and the business community.

## Fire Chief Honored

Norfolk Fire Chief **THOMAS E. GARDNER** won top honors while earning a certificate in municipal administration from the Institute of Government, University of North Carolina. He is the recipient of the George C. Franklin Award, established by the North Carolina League of Municipalities to honor the late George C. Franklin, the league's general counsel for 12 years. The award is given to the municipal administration student with the most distinguished record. Chief Gardner began the course while working in Charlotte, North Carolina and continued it after he became Norfolk's fire chief March 1, 1978.

## Hopewell Names Assistant

A native of Hopewell, **DOUGLAS A. HERETICK**, has been named Assistant to the City Manager. He has a graduate degree in public administration from Virginia Commonwealth University; his primary responsibilities with the City will be in personnel. His post was effective May 1.

## Beck Honored

**EDWARD A. BECK**, former County Manager of Henrico County, was presented the Richmond-First Club's "Good Government Award." In presenting the award, the judging panel cited 25 years of distinguished leadership in county government and his contributions to Henrico's growth from a relatively rural county to an

urban jurisdiction. The "Good Government Award" is designed to recognize and commend individuals who have made outstanding contributions to local government in the Richmond metropolitan area. Beck was county manager of Henrico from March, 1952 until April, 1977. He is a past president of the Virginia Section, International City Management Association.

## Virginia Section Honors

During the 1978 Annual Conference of the Virginia Section, International City Management Association, the membership honored three retired members. **C. CLAY HARRELL**, former Town Manager, Vienna, **THOMAS W. BLOOMFIELD**, former Town Manager, Farmville, and **WILLARD DAY**, former City Manager, Staunton, and County Manager, Henrico, were awarded honorary membership.

## Governor Appoints

Governor John N. Dalton appointed **HAROLD C. KING** to succeed Commissioner John E. Harwood as State Highway and Transportation Commissioner. The appointment became effective July 1. King, who attended Union College and Denison University, began his engineering career with the New York State Department of Public Works in 1947. Since that time he has been affiliated with the former U.S. Bureau of Public Roads, which is now the Federal Highway Administration. Prior to his appointment as Commissioner, he had been the Virginia Division Administrator for the Federal Highway Administration.

## Monti Dies

Petersburg Councilman **GILBERT A. MONTI** died May 22 following a lengthy illness. He is a retired Army officer and was serving his first term as a member of council. He retired from military service in 1963 and was employed with the State Division of Planning and Community Affairs. The Virginia Municipal League extends sincere sympathy to his family and to the City of Petersburg.



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# Places

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**FAIRFAX CITY**—The City assumed control of its fire and rescue services from Fairfax County on May 1. The new department is staffed with experienced firefighters and some of the most modern equipment available for fire suppression and rescue services. The City not only has a new fire department but also has a new fire station under construction.

**WYTHEVILLE**—Mayor Carl Stark called a meeting of the citizens to discuss improvement of the downtown area. The Mayor reminded the attendees that the renovation of downtown Wytheville had been discussed but plans have never been formulated. A committee of property owners, merchants and members of Council was appointed to get renovation plans underway.

**PETERSBURG**—The City is making some key decisions on their tourism program. A study is being made to see if it is feasible for the City to build a small boat marina. Also included in the tourism program is a plan to purchase the Norfolk and Western Railroad station and property near the river. The City has applied for a federal grant to renovate the whole waterfront area.

**WILLIAMSBURG/JAMES CITY COUNTY/YORK COUNTY**—These three localities are exploring a master plan to develop York County's proposed new Quarter Park as an 18 hole golf course. The plan proposes a joint funding package as a way to regionalize the development and operation of the \$1.7 million park. The funding would involve the three jurisdictions through the issuance of revenue bonds to partially pay for the development cost; the remainder would be met with grants.

**MARION**—Downtown merchants recently proposed a "town lift" project to Council. Emphasizing that downtown Marion could be a good shopping area, the merchants proposed that building and landscaping improvements should be continued as well as establishing good parking. They also requested an ordinance that would limit the size, location and removal of large overhanging signs.

**VIENNA**—Mayor Charles A. Robinson, Jr. greeted high school students

and other volunteers during the spring clean up for the Town's business community. Businessmen were urged to participate in the clean up in the immediate areas of their business and make general beautification improvements. Town trash trucks also assisted the volunteers in the clean up of the commercial sections of the Town.

**VIRGINIA BEACH**—The police Telephone Reporting Unit is a new system to increase the availability of uniformed patrol officers for response to major incidents and crime prevention. The T.R.U., a specialized unit located in the emergency communications center, can receive and record certain complaints by telephone, currently requiring responses by uniformed police officers. It is hoped that the system will be able to process approximately 30 percent of the complaints presently dispatched to patrol officers.

**VINTON**—The Town offered a free trash and brush pick-up to all citizens who contacted the Town office. The service was offered to encourage all citizens to assist in cleaning up the town prior to the Annual Dogwood Festival. A woman's club also sponsored a Town-wide "Clean Up Day" the same day. Approximately 200 people participated.

**FALLS CHURCH**—The City sold its Historic Triangle property to a developer in order to build a commercial complex. The City purchased the land in July, 1975 with the idea of consolidating small lots and reselling the land for development which would be compatible with City Council goals. The main goal was to stimulate growth in the central business district and eventually broaden the City's tax base.

**ARLINGTON COUNTY**—A matching grant of \$18,000 has been awarded to the County in support of a sculpture for Rosslyn's first planned urban park. The sculpture will be the first major public art piece for the County and will serve as a focal point for Rosslyn, which is a major gateway to Arlington. The grant is provided by the National Endowment for the Arts Agency and the grant funds are to be matched by local monies.

**FAIRFAX COUNTY**—The County may become the first Virginia jurisdiction to provide incentives for solar energy equipment in private homes. The Board of Supervisors may pass an ordinance that would exempt solar energy equipment from both personal property and real estate taxes. The ordinance, however, would affect only a few of the homeowners in the County. The ordinance would allow more homeowners to use solar energy since the equipment now is too expensive for the average homeowner. The tax incentive plan might provide the necessary impetus for more homeowners to turn to sun rather than to electric and gas companies for power.

**BLACKSTONE**—The Town will apply for a Housing and Urban Development grant for street repair work and for possible restoration of part of the Schwartz Tavern. The Town Council instructed Richard Lee, Town Manager, to apply for the HUD grant that would develop a section of road work and sewers in the Town. The grant guidelines also allow for improvement of historic sites.

## LOCALITIES RECEIVE LITTER GRANTS

The Virginia Division of Litter Control announced that grants totaling \$107,000 have been awarded to 32 localities for anti-litter activity. Many of the recent grant recipients plan to conduct public information/education programs which will bring to light the many issues surrounding the litter problem. Division Commissioner Robert W. Slocum reports that this is a key component to continued litter control. He said that few people realize litter cost millions of tax dollars to control, causes accidents and injuries and can drive away tourists and businesses. The grant program was designed to aid localities in developing continuing and comprehensive anti-litter programs. Funds provided to a locality are based upon its population and miles of roadway.



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## Virginia Weights and Measures Association

### Program Highlights

#### SUNDAY, JULY 30

4:00 p.m. Registration  
6:00 p.m. President's Reception and  
Boat Cruise

#### MONDAY, JULY 31

8:30 a.m. Registration  
9:30 a.m. Opening & Morning Sessions  
10:00 a.m. Ladies Tour  
2:00 p.m. Afternoon Sessions  
6:00 p.m. Open House  
7:00 p.m. Banquet  
8:00 p.m. Address  
9:00 p.m. Dance

#### TUESDAY, AUGUST 1

9:00 a.m. Morning Sessions  
10:00 a.m. Ladies' Brunch & Show  
11:30 a.m. Business Session  
12:00 Noon Adjourn

The Virginia Weights and Measures Association will hold its 43rd Annual Conference and School on July 30—August 1 at the Omni International Hotel, Norfolk. J. F. Zegan, Sealer of Weights and Measures, Virginia Beach and President of the Association, will preside over the Conference. Other officers include G. W. Diggs, III, Inspector, Weights and Measures Section, Virginia Department of Agriculture and Commerce, First Vice President; M. P. Gleason, Bureau of Weights and Measures, Richmond, Second Vice President; and J. B. Haun, Inspector, Weights and Measures Section, Virginia Department of Agriculture and Commerce, Third Vice President. Members of the Executive Committee are J. F. Lyles, Supervisor, Weights and Measures Section, Virginia Department of Agriculture and Commerce, Richmond, Robert H. Britt, Jr., Sealer of Weights and Measures, Norfolk, and J. G. Sanders, Inspector, Weights and Measures Section, Virginia Department of Agriculture and Commerce, Richmond. The Virginia Weights and Measures Association is an affiliate organization of the Virginia Municipal League.

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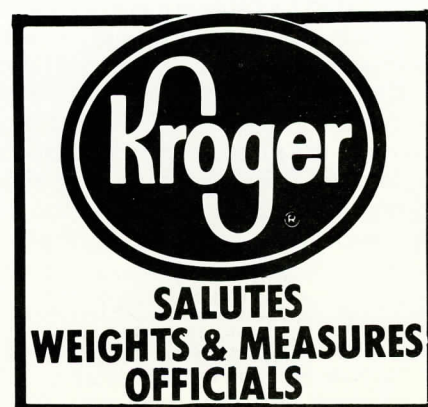
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# THE FEDERAL GRANT SYSTEM

by Russell Uzzle

Local government officials often express difficulty in understanding and gaining access to the Federal Grant System. This situation is indeed understandable since there are over 450 programs available to local governments. These programs are administered by the Federal government through a number of agencies and institutions, and decisions affecting grant awards are made at various levels of government. It is the intent of this article to acquaint the reader with the various forms of Federal aid, to identify the methods utilized by the Federal and State Governments in administering the grant system, and to offer suggestions as to where the reader can go for assistance in locating funds and in developing a proposal.

## *Types of Grants*

A grant is a non-repayable subsidy provided by the Federal or State government to support a public service or program. Basically, there are three types of grants which provide assistance to local governments: shared revenues/general support grants, categorical grants and block grants. Grants providing shared revenues are usually derived from Federal revenues received from a particular source, which are then distributed to state and local governments. An example of this type of program is General Revenue Sharing which distributes Federal funds to local governments for general support activities.

Categorical grants are used to provide funding for a relatively defined "category" of activity within a particular functional area, e.g., mass transportation. These programs usually have a fairly detailed set of regulations specifying the type of project or program that can be supported. Types of activities that may be supported by categorical grants include technical assistance, planning activities, evaluations, construction activities or demonstration programs.

Categorical grants are basically of two types, project and formula-based. Project grants are designed to meet the need of specific problems; an example is a demonstration grant for drug abuse programs. The potential recipient must take the initiative to submit an application for each proposed project, with

awards made by the administering Federal agencies on a competitive basis. Formula-based grants, by contrast, are allocated to all eligible jurisdictions (mostly to states who may then make the funds available to localities) on the basis of a specific formula. An example of this type of program is the Health, Education and Welfare Grant for Public Libraries which is distributed to states on the basis of population.

Block grants, while retaining some of the characteristics of categorical grants, are broader in scope. These grants provide funds chiefly to general purpose units of government in accordance with the statutory formula. These funds may be used for a number of activities within a broad functional area, largely at the discretion of the recipient. Probably the best known example of this funding mechanism is the Housing and Urban Development Community Development program which allows local governments to determine, under broad guidelines, their own plans and priorities for use of these development funds.

## *Decentralization*

Over the past several years, the Federal government has placed emphasis on decentralizing the level of decision-making authority. Regional decision-making has been strengthened by various departments with some agencies decentralizing authority even further. Yet the decision made by the Federal government to fund a particular program may be made at a variety of levels, depending on the program applied for and the administering agency. Decisions on some program applications, for instance, HEW Discretionary Funds, may be made at the national level. Other decisions may be made in Philadelphia, the regional office for Virginia. Some program funding decisions, such as those regarding HUD Community Development Discretionary Grants, are made at the area office level, Richmond, while still others, such as some Farmers' Home Administration programs, may be made at the local level.

## *The Role of the State*

States are more involved in the Federal grants process though this role varies considerably with certain grant programs. Many grants are considered Federal-local in which case the locality applies directly to the Federal government for funding, but with some of these programs, the state develops the application for the locality and determines funding priorities. An example of a program with this form of state involvement is the EPA Construction Grant for Waste Water Treatment administered by the State Water Control Board.

Some formula grants, such as the Grant for Public Libraries mentioned earlier, require a state "pass through" to local governments. In this case, Federal funds are received by a state agency which then develops its own guidelines for disbursement of these funds to localities. The locality then applies directly to the State agency for funding.

Other Federal grant programs, as those under the Older American Act, require state review and state

## *About the Author*

Russell Uzzle is Intergovernmental Affairs Specialist, Division of State/Federal Relations with the Virginia Department of Intergovernmental Affairs.



cost sharing in the non-Federal share of the matching requirement. State agencies often are required to develop plans which must address funding priorities for the utilization of Federal monies.

These are few examples of how state agencies may affect the disbursement of Federal funds. Many programs involve either formal or informal arrangements with state agencies, so it is advisable to work with the appropriate agency in developing any proposal.

In addition to the above examples, the "A-95" process sets forth procedures under which Federal agencies and applicants for federal assistance must give state and local governments, through state and areawide clearinghouses, an opportunity to assess the relationship of proposed federally funded programs to State, regional and local programs. In Virginia, the Department of Intergovernmental Affairs functions as the State Clearinghouse while the Planning District Commissions serve on a regional basis. It is through these clearinghouses that state governments, cities, counties and towns have an opportunity to influence Federal decisions through their review and comment on proposals for Federal funding.

## Where to Go for Assistance

Recognizing that the Federal grant system is complex and that local governments often lack the resources to make full utilization of the grants available to them, the Virginia Department of Intergovernmental Affairs will, upon request, assist localities in their search for appropriate sources of Federal and State aid. This agency will conduct a search for Federal and State aid programs and determine such features as local eligibility, level of uncommitted funds and application procedures. Staff limitations prevent direct assistance in writing grant applications.

The Department also publishes a bimonthly Newsletter "Federal and State Aid" which carries notices about Federal and State assistance programs. Included in the Newsletter are items of interest regarding grant activities, technical assistance programs and grant management. For information about either the Grant Assistance Program or the Newsletter contact either Russ Uzzle or Al Neale at Virginia Department of Intergovernmental Affairs, (804) 786-5335.

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## Calendar

State Fire Chiefs Association of Virginia, July 12-14, Marriott Inn, Blacksburg

Virginia Weights and Measures Association, July 30-August 1, Omni Hotel, Norfolk

Virginia Association of Chiefs of Police, August 13-16, Hotel Roanoke, Roanoke

Virginia Municipal League Annual Convention, September 17-19, Omni International Hotel, Norfolk

Institute for Planning Commissions, September 24-26, University of Virginia, Charlottesville

### McGlone Named

The Shenandoah Town Council appointed **JANET G. McGLONE** as the Town Attorney. Effective in May, Mrs. McGlone fills the unexpired term of John R. Bushey, Jr.



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# Commentary

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## PROBLEMS IN DETERMINING AN EQUITABLE DISTRIBUTION OF STATE AID

By Mary Jo Fields

Institute of Government,  
University of Virginia

During the past two sessions of the General Assembly, State legislators have grappled with the problem of developing formulas that equitably distribute State support for local government functions. This difficult task has not yet been accomplished. However, the Commission on State Aid to Localities is continuing to examine the issues of annexation and State aid in order to suggest solutions for the pressing problem affecting interlocal relations. The present period between General Assembly sessions is perhaps appropriate for some quiet reflection upon the difficulty of achieving an equitable distribution of State aid.

Some observers have perceived the effort to change state aid formulas as a city versus county issue. This perception is probably due in part to the linkage of aid formula changes with annexation amendments and to the relative advantage enjoyed by counties in regard to present state aid receipts. However, the support for, and cooperation in recommending, changes in funding formulas from the Virginia Municipal League and the Virginia Association of Counties indicates that the problem of distributing State aid need not pit cities against counties.

Indeed, the deeper one delves into that problem, the more apparent it is that cleavage and conflict along city/county lines are forced and unnatural. The explanation lies in the wide variations found among Virginia's localities in population, density, wealth, physical features and a host of other characteristics which often make irrelevant their status as cities or counties. About all that Norton and Richmond have in common is that both are legally cities; the problems they face are of fundamentally different sorts. A comparison of Highland and Fairfax counties similarly leads one to the conclusion that they share only their designation as counties.

The diverse characteristics of Virginia's localities intensify the difficulties of developing acceptable funding formulas for state aid to them. In an effort to take these diversities into account, the Commission on State Aid to Localities and the Commission on City-County Relationships have recommended that state funding formulas include factors of local need, fiscal ability and tax effort. The difficulty that the General Assembly has had in finding acceptable formulas based on these factors becomes more understandable when one considers some of the variations involved in the most commonly used measures. Here we limit ourselves to a consideration of the variations found in effective true real property tax rates (often proposed as a measure of local tax effort).

According to calculations of figures from the State Department of Taxation, the mean or average effective true real property tax rate for all Virginia cities in 1976 was \$1.04 per \$100 valuation, while the comparable mean for all counties was \$.49/\$100. Thus county rates were, on the whole, much lower than city rates. But using mean rates disguises the variations among cities and counties. This problem is partially solved by grouping cities and counties according to the population brackets of very large (100,000 and above); large (30,000-99,999); medium (15,000-29,999); and small (below 15,000). By this classification, very large cities and counties had the highest average tax rates (\$1.24 and \$1.17, respectively). The mean rate for the very large counties was considerably higher than for the large, medium, or small counties (\$.51, \$.47, \$.41, respectively). In contrast, the range between the mean rate for very large cities and the rates for the other cities (large-\$1.05; medium-\$1.00; small-\$.95), was much narrower. Thus, as far as property tax rates are concerned, the very large counties appear closer to the cities than to the other counties. But population alone is not a sure guide to tax rates, for the mean rate in each category of cities was invariably higher than in each class of counties.

In any case, however, effective true real property tax rates are by no means a complete indication of local tax effort, because tax rates and reve-

nue collections in individual cities and counties reflect a variety of local conditions. For instance, large amounts of state or federally owned property in a jurisdiction may affect local tax rates. In some jurisdictions, real property tax rates may be held down by heavy reliance on other types of taxes or on non-tax revenues, such as from municipally owned electric power systems. In addition, for some localities, the location of large utility plants may mean an increased reliance on tax collections from public service corporations, while lessening the dependence on real property taxes. Furthermore, the impact of such factors is likely to be much larger in small localities. Property taxes are the single largest local revenue source, but only equal about one half of 1976 local revenues in both cities and counties. More importantly, the percentage of local revenues obtained from property taxes varied considerably from one jurisdiction to another. Therefore, real property tax rates do not fully indicate local tax effort, although the rates may be the best possible measure available at this time.

This brief examination indicates that the equitable distribution of state aid to localities is not simply a city versus county issue. More than ever, cities and counties are facing the common problem of juggling citizen demands for more services and for stable or lower taxes. The extent of the problem and how it is handled varies among local governments. There are some real differences of interest between cities and counties, but there are also local interests which cut across the city-county distinction.



# STATEWIDE SALARY SURVEY

by Bradley K. Harmes

The annual survey of salaries and working conditions of local government employees has become one of the most eagerly awaited reports of the Virginia Municipal League. The importance of this report is obvious, because in these inflationary times, periodic adjustments in salaries have become essential. In many cases, this adjustment has become a part of the annual budgetary process. While a four or five percent increase may hardly seem noticeable to the average employee, such increases have a substantial impact on local government budgets since salary and fringe benefit costs represent one of the largest items in local budgets.

Prior to the *Statewide Salary Survey*, the League published selected limited salary data. A specialized report on police and fire salaries and working conditions has also been published for the past several years. However, the publication of the first *Statewide Salary Survey* in 1974 represented a major effort to collect salary data from cities, towns and counties to be published in the comparative format. This publication was made possible by a grant from the U.S. Civil Service Commission under the Intergovernmental Personnel Act of 1970. This grant funded the Statewide Personnel Administration Improvement Project as a cooperative effort of the Virginia Municipal League, the Virginia Association of Counties and the Virginia Department of Personnel and Training. The *Statewide Salary Survey* was perhaps the single largest and most visible of the many personnel technical assistance activities of that project. Upon the completion of the three year grant cycle, the Virginia Municipal League and the Virginia Association of Counties determined that the *Statewide Salary Survey* was very useful to local officials and should be continued as a regularly funded joint report of the two associations.

The fourth edition of the report in-

corporated various changes to enlarge the scope of the report as well as to streamline its production. The fourth edition contained a greatly enlarged section on fringe benefits, at the request of many users of the report, and it also contained data that had previously been available only in the specialized public safety report.

## SALARY RANGES

The use of salary ranges has become an increasingly important factor in the collection of salary data. Restrictions under the Privacy Protection Act generally prohibit the publication of individual salary information. Since this is a report on positions with salary ranges, and not individual salaries, meeting the requirement is not a problem except in one area. A substantial amount of data was deleted from the report since a range was not supplied by the locality. For managers and other major appointed officials, the absence of a range is not a problem since their salary is set by the council or board and is a matter of public record. However, when a specific salary for a clerical or professional position is given instead of a salary range, the obvious affect is to disclose an individual salary even though there may be more than one person in that position and their name is not listed in the report.

This problem is most noticeable among smaller jurisdictions generally having few employees and generally having no formalized compensation plan. Salary ranges, however, are becoming more prevalent with each edition of the *Statewide Salary Survey*. Technical assistance from the Statewide Personnel Administration Improvement Project was responsible partially for this occurrence and sets the stage for further development with each passing year.

## FRINGE BENEFITS

Previous editions of the report had very limited data on fringe benefits. Since fringe benefits represent an important and expensive factor in total employee compensation, an enlarged fringe benefit section is included in the fourth edition. Since this was the first extensive survey of fringe benefits, several questions were included which probably will be eliminated in future reports. Basic questions on employee leave, paid holidays and health and life insurance will be continued.

The *Statewide Salary Survey* has proven to be useful in salary comparisons within regional labor markets as well as between jurisdictions of similar size. Such information is helpful particularly at budget preparation time when salary adjustment pro-

posals are made. The report also serves as a guide when establishing new positions and provides a source for comparison of conditions of employment and fringe benefits which are becoming increasingly important.

There are some weaknesses in the report. The lack of salary ranges for many of the positions resulted in the exclusion of much information, but as previously noted, the use of salary ranges does seem to be increasing. In some instances, there is a problem of comparability of jobs between localities. The user of the report must bear in mind that while the job title may be identical, the scope of duties and nature of work may vary significantly between larger and smaller localities. For this reason, it is best to make comparisons with localities of similar population size and geographic region. Another weakness, as with any report, is the potential for human error. While we were pleased generally with the format change in the fourth edition, there is certainly room to improve the quality and timeliness of the publication without sacrificing needed accuracy.

Computerization of the report has been discussed for some time but resource limitations have proven prohibitive. If the report were computerized, not only would the annual up-dating be simplified, but additional statistical data useful for comparative purposes, such as regionalized and weighted salary averages, could be included. Other improvements short of computerization include the continued and improved use of photocopy reduction in print, the elimination of unnecessary fringe benefit entries and examining the prospects for comparison to other salary surveys of employees of State government and private industry.

The *Statewide Salary Survey* has earned a place as a regular joint publication of the Virginia Municipal League and the Virginia Association of Counties. It has proven to be useful to local officials throughout the Commonwealth. Of course, there is always room for improvement and we welcome your suggestions. If you have not done so, please return the evaluation form on the last page of the fourth edition, so that we may have your comments and suggestions for future editions of the report.

## ABOUT THE AUTHOR:

Bradley K. Harmes is Senior Staff Associate, Virginia Municipal League.



## VA SECTION ELECTS COOPER

Hugh G. Cooper, City Manager, Bristol, was elected President of the Virginia Section, International City Management Association during the Section's Annual Conference in Virginia Beach. C. M. Moyer Jr., City Manager, Manassas, was elected First Vice President and Frank Force, City Manager, Williamsburg, was elected Second Vice President. The Executive Committee is comprised of William J. Paxton, Jr., City Manager, Salem; David B. Norman, City Manager, Lynchburg; William B. Fletcher, Administrative Assistant, Waynesboro; and Wendell L. Seldon, City Manager, Winchester (immediate past president).

Approximately 125 people attended the Annual Conference at the New Cavalier. Thomas Murphy, Director, Federal Executive Institute, delivered the opening address and the Honorable Richard M. Bagley, Member, Virginia House of Delegates, gave the message at the First Annual Prayer Breakfast. Other speakers included the Honorable Wiley Mitchell, Member, Virginia Senate, Douglas Harman, City Manager, Alexandria, and Dr. Ronald E. Barnes, Phoenix, Arizona. During the business session the membership voted to merge the Professional Development Committee of the Virginia Association of County Administrators and the Virginia Section into one committee entitled "Virginia Local Government Administrators Committee for Professional Development." The membership also endorsed the invitation by the City of Virginia Beach to host the 1982 Annual Convention of the International City Management Association.

## ENVIRONMENTAL ENDOWMENT

The Virginia Environmental Endowment is a non-profit independent corporation organized exclusively for the "promotion of the social welfare of the people of the Commonwealth of Virginia." Created in 1977, the Endowment is committed to using its resources to help citizens, industry and government take constructive actions to improve the quality of the State's environment. The corporation is just beginning its program of making grants and loans to a variety of organizations to achieve this purpose. In carrying out its program, the Endowment intends to extend the dollar's worth by seeking matching contributions from other sources. Also, the Endowment proposes to engineer into each grant recipient agency the means for its later support, so that the Endowment does not serve as a continuing source of support indefinitely.

The endowment is interested in promoting the use of mediation and resolving environmental disputes. Mediation is defined as a voluntary

process in which the parties themselves explore, both jointly and in individual caucuses with the mediator, the issues in dispute. The mediator has no authority to impose a settlement. Rather, the mediator intervenes from an impartial base and assumes the role of promoting agreement among the conflicting parties. Agreement is achieved only when the parties themselves have reached what they consider to be a workable solution. Initial programs to provide mediation and environmental conflicts were developed by the Office of Environmental Mediation at the University of Washington in Seattle. This office has used successfully the process to resolve disputes concerning flood control, land use, recreation/conservation, highway construction, urban renewal and suburban sprawl, among others. If you are interested in the Virginia Environmental Endowment and its program, please contact Gerald P. McCarthy, Executive Director the Endowment, 804/644-5000.



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## PUBLIC INFORMATION AWARDS COMPETITION

The second annual City Hall public Information Awards Competition, designed to honor localities which excel in communicating with the public and their employees, has been announced by *City Hall Digest*, the municipal government newsletter. The contest will make awards in three categories—municipal periodicals, municipal annual reports and municipal public information. In the 1977 contest, Norfolk was one of thirteen localities that won a grand award. Deadline for all entries is September 1, 1978. Contact *City Hall Digest*, P.O. Box 309, Seabrook, Maryland 20801.

## FAPRS

The computerized grant search program which is available to Virginia's local governments through the Extension Division of Virginia Polytechnic Institute and State University has added three additional categories of grants. The search program called FAPRS (Federal Assistance Program Retrieval System) can be used to locate potential sources of federal funding for local projects in the new categories of education, health and social services. The other five categories are community facilities, business and industrial development, planning and technical assistance, housing and employment. Keyed to grants listed in the *Catalog of Federal Domestic Assistance*, FAPRS enables local officials to employ a single source of available information concerning needed federally funded programs for their communities. For more information on the computerized grant search program for localities, call your local Virginia Tech Extension office.

## SOME DO'S AND DON'TS FOR COUNCILMEMBERS

For the many newly elected councilmembers, the following list of do's and don'ts could prove to be helpful. To incumbent, holdover councilmembers, it is offered as a reminder.

- Do be prepared for council meetings by acquiring facts and being familiar with the aspects of each issue;
- Don't depend on others to give you all the details and facts of an issue, especially at the last minute;
- Do gather the sentiments of your citizens;
- Don't guess how your citizens feel about the issues;
- Do be responsive to citizen concerns and needs and vote their needs, as is prudent and "right";
- Don't act on the issues based on your personal judgment or very narrow interests, unless you are honestly convinced it is in the best interests of the community and you must do so;
- Do be open and communicative with the public and news media as much as possible;
- Don't treat the public and the news media as interference in your domain;
- Do represent the best interests of your entire community;
- Don't be exclusively concerned and always vote for the concerns of one segment of your community;
- Do work productively with your fellow councilmembers and be tolerant of their views, and if you must differ with them, do so based on your honest conviction of the issues only;
- Don't differ with fellow councilmembers because of personal dislikes and petty matters;
- Do work harmoniously with the mayor and assist him or her in providing local leadership and guidance, if your locality has the mayor-council form of government;
- Don't try to circumvent or usurp the manager's authority and responsibilities;
- Do work harmoniously and cooperate with the manager and attempt to understand and appreciate his or her role, if your locality has the council-manager form of government;
- Don't try to circumvent or usurp manager's authority and responsibilities;
- Do try to understand and work harmoniously with neighboring local governments—both general and special purpose governments;
- Don't ignore or feud with neighboring local governments or reject them outright as adversaries;
- Do avail yourself of opportunities to become better informed about government by reading pertinent literature and attending various training sessions and conferences;
- Don't ever feel that you know the "important" matters or feel you "know it all";
- Do set goals and objectives for yourself as a public figure and for your community;
- Don't be content merely to react to local matters or giving little thought to future developments;
- Do remember why there is government and why you are in public office—to direct and serve the public interests;
- Don't let your tenure in public office be self-serving.

## Jackson Appointed

J. B. JACKSON, JR. was appointed Administrator of the Council on the Environment by Governor John N. Dalton to succeed Mrs. Susan T. Wilburn. Prior to his appointment, Jackson was affiliated with Ideal Fishing Company and *The Richmond News Leader*. He holds degrees from Hampton-Sydney College and the University of Virginia. He has served with the State Chamber of Commerce's Marine Resources Committee.

## Groshon To Retire

Arlington County Fire Chief ROBERT F. GROSHON retired effective July 7. His career has spanned thirty-one years, serving in the Chevy Chase, Bethesda and Silver Spring fire departments prior to his service in Arlington County. He was promoted through the ranks and became Chief in 1973. Chief Groshon serves on the Executive Committee of the State Fire Chiefs Association of Virginia.



# VIRGINIA IS FOR VOLUNTEERS

by Rose Greenspoon

At last it's official!

When former Governor Mills E. Godwin, Jr. established the State Office on Volunteerism in August, 1974, he officially recognized what Virginians have been doing since our founding fathers gave our country its first presidents and made government by the people a way of life.

It has been estimated that one out of every four Virginians performs some type of voluntary service. In all probability this is an underestimate. One of the reasons the numbers are almost immeasurable is that people do not know they are volunteering. The mother who spends time in her child's classroom, the Little League coach, the high school members of service clubs, the neighborhood groups that fight for better lighting or traffic controls are all volunteers.

On July 1, 1977, the Virginia State Government Volunteers Act was passed, which states in part, "Since the spirit of volunteerism has long animated generations of Americans to give of their time and abilities to help others, the Commonwealth would be wise to make use of volunteers in State service wherever practically possible. Effective use of volunteers in State service, however, requires that State agencies be provided guidelines for the development of volunteer programs and the utilization of volunteers. The General Assembly intends by this chapter to assure that people of Virginia may derive optimal benefits from volunteers, and that the time and talents of volunteers in State service may be put to their best use . . ."

In line with this Act, the State Office of Volunteerism, in conjunction with the Office of the Secretary of Administration and Finance, presented to the Governor "A Report on Volunteerism in Virginia State Government" for the year 1977. A conservative estimate of agency responses within a brief time frame shows a total of 30,766 volunteers working in State government making a contribution in dollar value of \$5,661,488, plus the contribution of material donors amounting to \$1,293,172, or a total figure of \$6,954,660.

One of the goals of the State Office on Volunteerism is to encourage and assist State agencies to establish volunteer services as an integral part of their operations and to include the positions of volunteer coordinator to carry out this responsibility. Such positions now exist in the Division of Youth Services, Division of Adult Services, Department of Corrections, Virginia Commission for the Visually Handicapped, Department of Welfare, Rehabilitative School Authority, Department of Mental Health and Mental Retardation and Department of Education. It is expected that volunteerism in State Government will show a marked increase in the coming years.

#### ABOUT THE AUTHOR

Rose Greenspoon is Information Officer, State Office on Volunteerism.

The State Office of Volunteerism has published a *Directory for Volunteers in Virginia's Criminal Justice System\**, which identifies public and private agencies and organizations involving some 40,000 volunteers in the area of criminal justice, alone. The survey is broken down into geographical divisions, making for easy reference to individual cities, towns and communities.

The State Office on Volunteerism has also published a *Directory of Volunteer Activities in Colleges and Universities in Virginia*, which serves as a reference for community programs as well as for colleges.\*\* Two Statewide College Conferences have been held, both of which were attended by students from throughout the State and pointed up the human resources available to communities by students in their area. For example, "Help Unlimited" at the College of William and Mary in Williamsburg provides programs for preschool children, tutoring and educational opportunities, recreational outings, Big Brothers and Big Sisters and senior citizen parties; it works with the Offender Aid and Restoration Program.

Virginia Union University's Student Volunteer Service Learning Center offers tutoring, counseling and recreational services for youth in the community and works with juvenile and adult offenders by assisting in the rehabilitation process.

Students at the University of Virginia, through Madison House, assist low income residents with home repair and provide tutoring, medical, legal and recreational services for both youth and adults. Students also provide "companionship therapy," whereby volunteers spend time in day centers, homes for the aged and hospitals.

Cities having Voluntary Action Centers can request assistance from the State Office on volunteerism to cosponsor workshops and training sessions. Where there is no Voluntary Action Center, the State Office works with various groups and agencies—museums, schools, women's clubs, courts, welfare departments, civic associations and in corporate volunteer programs. A primary purpose of the State Office on Volunteerism is to encourage and enhance volunteer activity, directing its attention to every type of volunteer effort taking place in all communities in our State. The Office maintains a clearinghouse for information relevant to volunteerism gathered from national, state, regional and local sources. It acts as a liaison between volunteer groups and a variety of federal and national volunteer programs, including ACTION, the National Center for Voluntary Action, the National Information Center on Volunteerism and other State Offices on Volunteerism in the country.

Any community interested in beginning or coordinating volunteer programs may call the State Office of Volunteerism for information and help, 804/786-1431.

Volunteerism is something that comes natural to Virginians—after all, that's how we got started.

\* Copies of the *Directory for Volunteers in Virginia's Criminal Justice System* available free of charge from the State Office on Volunteerism.

\*\* *Directory of Volunteer Activities in Colleges and Universities in Virginia*—supply exhausted. It is expected that an updated edition will be published in the near future.



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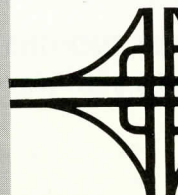


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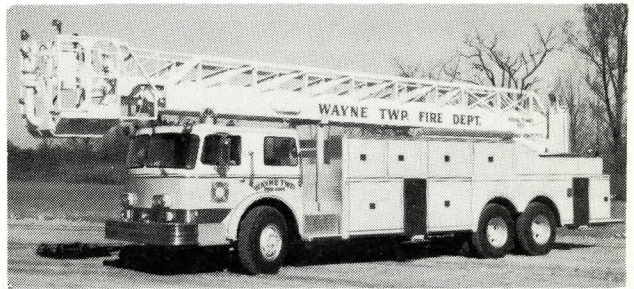
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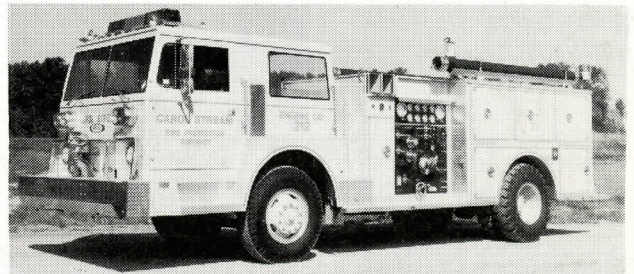
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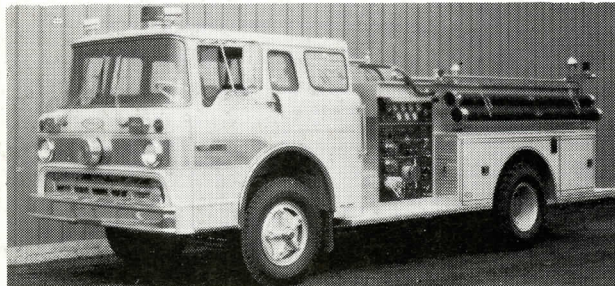
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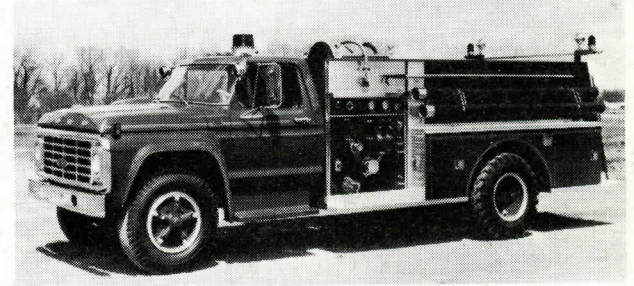
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