

Virginia Town & City

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Editorial

THE VIRGINIA SPIRIT

Limited government, individual freedom and fiscal responsibility have been hallmarks of Virginia's philosophy of public policy for more than 200 years. Each precept is equal to the other, and together they have been at the core of decisions by Virginia's leaders in governing generation after generation of citizens of the Commonwealth. Few states share this philosophy even though Virginians such as Thomas Jefferson and George Mason succeeded in incorporating its basic tenets in our Constitution and Bill of Rights.

Adherence to this philosophy has kept Virginia communities prosperous, with a growing economy, low unemployment rate and moderate taxation—a stable government in a stable society—unlike New York City, teetering on the brink of bankruptcy, or Cleveland, facing its own brand of fiscal horror.

Virginia's philosophy of government is threatened today. The Commonwealth is a long way from a New York City or Cleveland situation, but the fact is that some federal laws, bureaucratic regulations and national government policies have made adherence to the Virginia philosophy difficult for state and local government officials. This must stop and I hope, as senator, to take a leading role in that effort.

When I was sworn into office in Richmond on January 2, I noted that, in 1776 when our forefathers prepared for the struggle for independence, John Adams of Massachusetts wrote to Virginia's Patrick Henry: "We all look to Virginia for examples." I expressed my belief that the thoughts behind those words are as valid today as they were 200 years ago. Across our Nation there is a renaissance of thinking that is characterized as "the Virginia Spirit." Once again, the American people are calling for the Virginia philosophy of Thomas Jefferson, George Mason, James

Madison and James Monroe—the philosophy of limited government and of restraining a federal government which is straying from the course set by our forefathers.

I am pledged to a partnership in the Virginia spirit with Governor John Dalton and with the Virginia General Assembly to work hand in hand with them in their dealings and relations with the federal bureaucracy and the Congress. Similarly I am pledged to a Virginia Spirit of cooperation with Virginia's local governments. I am pledged also to nonpartisan interaction with the rest of Virginia's congressional delegation in the best interests of the Commonwealth.

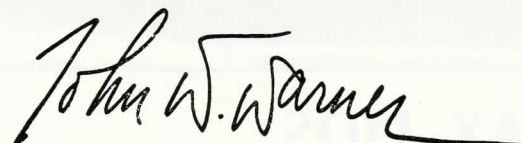
Of those interests is the issue of inflation, which not only undermines the way families want to live, but also damages state and local governments attempting to provide services without greater tax burdens on the people. Inflation is a foe I will fight gladly, aware that a primary cause is the federal government's economic policy—faulty in concept, fiscally unbalanced and thwarting of initiative.

To prepare the way for a Virginia Spirit of partnership with state and local governments in Virginia, I am establishing regional offices throughout the Commonwealth to provide a constituent service, not only for those people who are unable to bring their problems to Washington but also for local and state government leaders. The Richmond office is operating now to serve that area of the state and to provide a liaison with the state government. Other offices will be opening soon in the areas of Tidewater, Southwest Virginia and Northern Virginia.

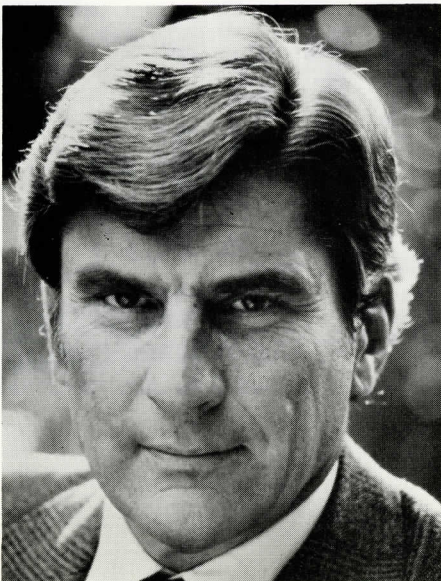
National defense is important to Virginia, not only philosophically but economically as well. A large part of Virginia's work force is employed in defense-related industries, and all military services have key installations in the Commonwealth, including the Pentagon.

The Senate Commerce Committee to which I have been appointed, is, among many matters, involved in merchant marine and maritime subjects, the fishing industry, navigation, tourism and coastal zone management, which are major elements of Virginia's economy and keys to its future. I am fortunate also to have been appointed to the Senate's Armed Services Committee, a body having jurisdiction over a very broad range of matters of concern and interest to our state.

"We look to Virginia for examples," John Adams wrote, and Virginians still provide them.



John W. Warner
U.S. Senator
Commonwealth of Virginia



Virginia Town & City

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Editor-in-Chief

Richard L. DeCair

Editor

Charlotte Kingery

Editorial Assistant

Margaret A. Nichols

Advertising Manager

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VML President

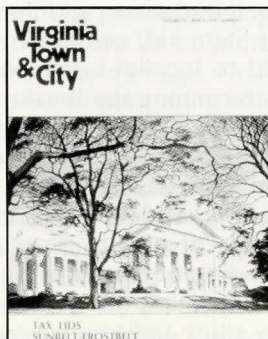
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TELEPHONE

804/649-8471

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VOLUME 14

MARCH, 1979

NUMBER 3

4 THE PROPERTY TAX DILEMMA

"Realizing the property tax is a problem, we have been seeking alternative resources."

8 ANSWERING THE NEEDS OF POTENTIAL PUBLIC ADMINISTRATORS

"Effective management of government requires a specific professional education."

10 HUD FUNDS FOR LOCALITIES

"A look at the Small Cities Community Development Block Grant and Urban Development Action Grant."

17 HOW NOT TO HAVE A CIVIL WAR

"The Sunbelt-Frostbelt issue."

DEPARTMENTS

2 Editorial

6 People

12 Affiliates

15 Commentary

16 Places

19 Marketplace

21-23 Directories

23 Ideas

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THE PROPERTY TAX DILEMMA

by The VML Task Force

Tax and expenditure limitations have become part of a trend created by taxpayers to reduce so called tax burdens, and eliminate what are perceived to be unnecessary expenditures. The prevailing myth of fat in local government must be addressed, and if there is fat in some localities, we must be prepared to react. The Virginia Municipal League is in agreement with many taxpayer groups concerning property tax relief. Recognizing that the property tax is a problem and contains many inequities, we have been seeking alternative revenue resources which would provide relief to the property taxpayer, and also provide funds to local government. In order for us to respond to the limitation movement, we must get our facts together and have our alternatives ready.

Prior to the 1978 General Assembly Session, the League had included alternative revenue resources in its legislative program such as a local income surtax and a local sales tax. The State has been adamant about keeping these revenue resources as exclusive tax resources for the State, thereby forcing local governments in Virginia to depend almost entirely on the property tax. In fact, the property tax is the only major local tax which has not been capped. Because the VML has been actively seeking alternative revenue resources to provide relief from the property tax, it has been viewed as a proponent of higher taxes rather than a good government organization. We can respond to this misconception by supporting "good government" changes.

PROMOTE EQUITABLE ASSESSMENT OF REAL ESTATE

One way we can accomplish this is to promote precise and equitable assessment of real estate. Local tax rates in Virginia vary greatly and these differing rates are partially the result of differences in assessments. The State has mandated the 100 percent assessment of real property. If all communities strive for 100 percent or as close to 100 percent assessment as practical, the true rates in some localities will go down, reducing the variance in tax rates. The larger urban localities, however, which have the higher tax rates also have professional assessments and are close to the 100 percent evaluation. Some property owners

will suffer as a result of having been under assessed; however, the rate of taxation can be reduced as the assessed values are increased. For example, the City of Richmond has reduced its rates six times in the last 10 years. Additionally, the closer a locality is to 100 percent assessment, the more effective it can be in winning appeals against the assessments.

Another approach to making the property tax more equitable would be a standardization of tax exemptions. The property tax produces an inordinate burden on individuals who are on fixed incomes. However, providing tax exemptions for individuals in this group is a social service and should be funded as such. This would be a major tax reform if standards were set and fully funded by the State. The Revenue Resources and Economic Commission has recommended that a property tax deferral rotating fund be set up whereby an elderly home owner may defer payment of property taxes above the level paid at age 65 until the settling of the estate. The State would pay the deferral to the locality until the estate is settled, at which time the money would be returned to the State fund. This is impractical because it is unpopular with those eligible for the deferral. In essence, eligible property owners borrow against their estate, thus placing the obligation on their heirs.

REALIGN RESPONSIBILITY BETWEEN STATE/LOCAL GOVERNMENT

A realignment of responsibility and authority between State and local government addressing the question of which level should provide and fund which services, is another way to reduce the burden on the property tax. There are services which are State-mandated but not fully State funded, and there are also services which are controlled by the State or federal government but are completely or partially funded at the local level. Services should be funded by the level of government which has control. On the brighter side, the Virginia General Assembly has shown concern over mandating costs to local governments; however, this could be enhanced by requiring fiscal impact statements for any legislation placing a mandate on local government.

Equitable distribution of State aid to localities could reduce the property tax burden in those localities not receiving an equitable share. In fact, those localities with high property tax rates are also those localities which are adversely affected by the inequitable distribution of State aid in its present form. Education is the largest budget item in all localities in the State, often amounting to at least 50 percent of the total budget. In addition, it is also the largest category of State aid, comprising 64 percent of the total State aid to localities. Personal income is a factor used in determining the locality's ability to pay, but a locality is unable to tax personal income. The cost of the standards of quality, which is a State mandate, is closer to \$1,300 than to the \$901 now set by the State. Setting a more realistic figure for the cost of standards of quality is an important factor towards full funding of State mandates.

There are many inequities in State funds received by cities and towns versus rural counties. Streets and roads are maintained by the State in counties

whereas street maintenance is only partially funded in cities. Police departments are not funded in cities and towns, and those in urban counties having police departments, whereas sheriffs' departments are funded up to two thirds by the State. There are many inequities of this nature but they are not all limited to urban versus rural issues. There will always be a scarcity of resources; therefore, the issue of distributing funds in the most equitable way possible is important.

WORK WITH SPECIAL INTEREST GROUPS

Local elected officials must become cognizant of and responsible to the problem of programs of special interest groups versus the taxpayers in general; however, these are often overlapping. This issue was addressed by Tom Moody, Past President of the National League of Cities, when he spoke of the "new immaturity". Moody stated that those groups demanding tax and expenditure limitations ironically fought against any spending cuts in programs they support. People are angry about taxes but expect the same services for less money.

It must be admitted that there are some examples of waste and inefficiencies in Virginia's local governments. This problem could be approached by emphasizing the VML as a good government organization and offering member localities ways of improving efficiency and effectiveness in government. For example, the League has created such an incentive by awarding localities for programs which promote efficiency and effectiveness in local government.

Tax and expenditure limitations are at least partially a backlash from the 1960's approach to government spending and special programs. This backlash is taking the form of a conservative movement with an emphasis on cutting back social services and is generally beyond local control.

Yet much of the movement for tax and expenditure limitations is directed towards local governments. Many groups are lining up behind proposals by taxpayer groups, such as local chambers of commerce, the State Chamber of Commerce and other business groups. These associations may not have a great deal of strength individually but the movement is growing. In addition to responding to taxpayer groups, we need to develop a general strategy to deal with groups and individuals who call even bare-bones programs wasteful.

Strictly on a local level, the issue of the quality and quantity of services demanded and the ability of localities to pay must be addressed. The general feeling is that there will be a tax or expenditure lid of some type; therefore, we need to lessen the damage. First, we should point out the desirability of permitting citizens in various localities to request different levels of services and maintaining diversity between local governments. There is no need to develop a 100 percent solution for a problem that may be isolated in nature. It would be difficult for the VML task force on the property tax to draft a meaningful statement that covers all potential tax and expenditure limitation proposals that may arise; consequently, we must observe caution and watch the process in Virginia and other

states. Second, we need to study the result of the actions taken in other states and be willing to study new tax and expenditure limitation proposals. Third, we should work with the groups proposing lids. This includes the possibility of adding State legislators, private citizens and members of taxpayer groups to the task force.

We must reiterate that we have been pleading for alternative revenue resources without success, and a tax expenditure limitation may require the State to take over some services. Decisions must be made as to which programs localities would give up if it becomes necessary. The public and State legislators should be cautioned that when services are taken over by a higher level of government they often cost more. But if this is necessary, the most logical programs to give up would be those that localities have little control over, such as the courts, health and welfare.

In summary, the task force will review alternative revenue resources to lessen the burden of property taxes. Assessing property at 100 percent, standardizing tax exemptions, realigning the area of responsibility between State and local governments and pursuing a more equitable distribution of State aid to localities are areas the task force will explore. Additionally, the task force hopes to assist local officials in responding to taxpayer associations and other citizen groups.

DANVILLE RECREATION AND PARKS AWARDED

At the State Convention of the Virginia Recreation and Parks Society held recently, the Danville Recreation and Parks Department was the recipient of the best youth program award for its Outdoor Adventure Program. The Outdoor Adventure Program began in Danville on June 20, 1977 under the direction of Ford Alexander, currently State Director for the Young Adult Conservation Corps; it has continued under the leadership of Jim Stutts and Pete Haislip. The award was based on all aspects of the Outdoor Adventure Program, including the new addition that is funded through the Division of Justice and Crime Prevention. TOLE (Total Outdoor Living Experience) is designed to give youth an alternative to crime by placing them in situations where they must learn to work with and depend on each other. TOLE is the only program of its kind in Virginia operated through a municipal parks and recreation department.

Also honored at the State Convention was John B. Gilstrap, Director of Danville's Recreation and Parks Department, who was elected president of the Virginia Society.

People

Scanlan Resigns

JOHN D. SCANLAN, Falls Church councilman since July, 1976, resigned his post on January 31. Scanlan, a veteran with the State Department, has been assigned to the American Embassy in Belgrade, Yugoslavia as deputy to the Ambassador. Prior to his appointment in Yugoslavia, Councilman Scanlan was deputy director for Europe of the International Communications Agency and he is a specialist in Eastern European Affairs.

McGovern Appointed

WILLIAM L. McGOVERN was appointed to director of public works of Manassas Park. He is a registered professional engineer with a graduate degree in engineering administration. McGovern will be directly responsible for engineering activities and administration of the Departments of Public Works and Water and Sewer.

Hammer Named

Stanley Town Council named **MIKE HAMMER** to Town superintendent of water and sewer works. A former teacher, Hammer will supervise water and sewer projects as well as be responsible for obtaining grants for funding and construction.

Manager Appointed

The Purcellville Town Council appointed **SAMUEL EDMONDSON** to the post of town manager. A native of Purcellville, Edmondson is a retired revenue officer of the Internal Revenue Service and had served 26 years with the IRS. Edmondson succeeds Wayne G. Reed, who is now Buena Vista's city manager.

Asbury Named by Radford

ROBERT P. ASBURY became Radford's city manager last month. A former resident of Radford, he served as assistant superintendent of the Utility Department and later superintendent from 1963-1967. Prior to his new position in Radford, Asbury was also city manager of Mount Holly, North Carolina and most recently, Elizabethton, Tennessee. He holds a degree from Virginia Polytechnic Institute and State University.

Richmond Appointed Deese

Richmond City Council appointed **MANUEL DEESE** City Manager. Deese had previously served as acting city manager. A graduate of Morgan State College, he also holds a graduate degree from American University. His background includes being a policy analyst for the National League of Cities and assistant to the city manager in Alexandria. In 1974, he was appointed assistant city manager for Richmond until his appointment as acting city manager in October, 1978.

New Quantico Mayor

Quantico Town Council elected businessman **T. A. "PHIL" GIANNPOULOS** as mayor to succeed DeRonda Wilkinson. Wilkinson, first elected mayor in 1976 and reelected in 1978, resigned because he and his family plan to relocate. Giannopoulos previously served as chairman of the planning commission.

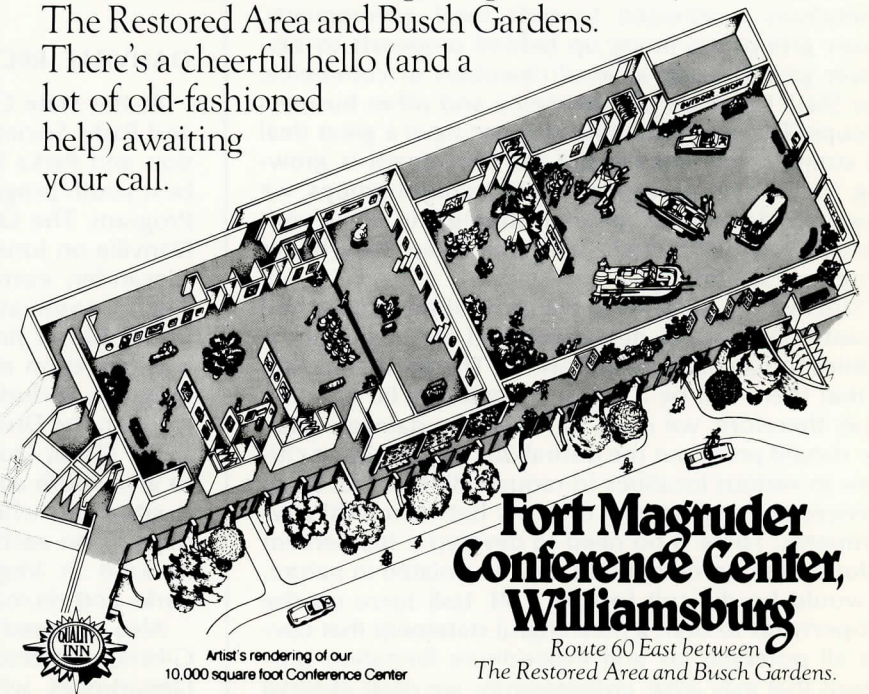
Mrs. Wake Appointed

Richmond City Council appointed **MRS. CAROLYN C. WAKE** as the governing body's newest member. She fills the vacancy left by former councilman William Golding. A native of Richmond, Mrs. Wake is a graduate of Madison College (now James Madison University) and serves as vice president of the Alumni Board for the University. She is a partner in the family business, Tom Brown Hardware and Home Center, Inc., and has been active in civic and church work.

Davis Gets Top Post

Portsmouth mayor **RICHARD J. DAVIS** was elected chairman of the Virginia Democratic Party. A native of Portsmouth, he is a graduate of the College of William and Mary and the University of Virginia Law School. Elected mayor in 1976, Davis also serves on the Virginia Municipal League Executive Committee.

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Norman Resigns as Manager
Lynchburg city manager **DAVID B. NORMAN** resigned his post on February 2 which ended more than eight years of service as Lynchburg's top administrator. Norman is now the Virginia director of the Management Improvement Corporation of America (MICA), a private municipal consulting firm. A graduate of the University of Mississippi, Norman also holds a graduate degree from Florida State. He has served as assistant city manager of Ferguson, Missouri and Virginia Beach, and manager of Canton, North Carolina and Norton. In 1976, the International City Management Association awarded Norman the Clarence E. Ridley In-Service Training award. He also served as an executive committeeman with the Virginia Section, International City Management Association. E. Allen "Sonny" Culverhouse was named interim city manager following Norman's resignation.

Moore To Head Agency

Virginia Beach City Manager George L. Hanbury appointed **BEN MOORE** to the newly created post of director of

community development. Moore, a veteran of minority assistance efforts in the Tidewater area, is a former executive director of the Tidewater Area Minority Contractors Association, and also headed the City's Clean Community program.

Leo Jackson Dies

Former Dublin mayor **H. LEO JACKSON** died December 23 following a long illness. He had served as mayor in Dublin from 1968 until August 1978 when he resigned because of health reasons. Jackson was a native of Chilhowie and had been employed by a local coal company. The Virginia Municipal League extends sincere sympathy to Leo Jackson's wife and to the Town of Dublin.

Gibson Named

ALFRED N. GIBSON was named acting auditor for the City of Norfolk. Prior to his appointment he was executive secretary of the Norfolk City Employees Retirement System. Gibson was Roanoke City auditor and finance director before he resigned and moved to Norfolk in 1976. He had served 29 years

with Roanoke. Gibson was named acting director following the resignation of Franklin Rosen.

Olin Cook Retires

OLIN K. COOK, water superintendent for the City of Waynesboro, retired January 1. Cook had served approximately 31 years with the City's Department of Public Works, beginning his service on January 1, 1947. Cook had served the past ten years as water superintendent.

Pennino Reelected

Fairfax County supervisor **MARTHA V. PENNINO** began her second term as president of the Metro Washington Council of Governments. Pennino also serves as vice chairman of the Fairfax County Board.

Suffolk Appoints

THOMAS G. HINES, a retired U.S. Army aviator, became Suffolk's new public works department director on January 1. Prior to his appointment he was a life insurance salesman. He succeeds Fenton Jordon as public works director.

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ANSWERING THE NEEDS OF POTENTIAL PUBLIC ADMINISTRATORS

by Leigh E. Grosenick

During the past ten years a quiet revolution has taken place in the teaching of public administration, in the type of student who pursues a MPA (Master of Public Administration), the faculty and the classroom instruction. This educational change is turning out competent public service managers who can contribute immediately rather than after several years of being "trained on the job". The new graduates are demonstrating an attitude of professional service to the citizen, and moreover, their professional education has been flavored with an ethic of public responsibility for their actions and decisions.

TEACHING IMPROVEMENTS

Since 1924, when Syracuse University offered the first graduate program in public administration until the mid 1960s, graduate education in public administration was highly theoretical and general. One year of full-time graduate study was required and students studied governmental institutions, public sector economics and administrative law. They were chosen for advanced studies because of high undergraduate grades and top examination scores, and generally were young and inexperienced. Public managers wanted "bright people" who could be trained on the job. But unfortunately for potential public administrators, there were many bright individuals who were educated in economics, law, business administration, sociology or philosophy; any of whom could be trained on the job, and successfully compete for public sector jobs. This left public administration graduate students with little to contribute educationally for governmental management employment.

THE STUDENT OF THE 1970s

Changes in the graduate students have made an impact in the trend toward greater professionalism in public service education. Where students enrolled in graduate programs were once dominated by the young college graduate, we now find the majority of graduate students are governmental employees with five or more years of experience, individuals seeking second career opportunities and many who hold responsible public sector positions. The student who

has had some experience has a good idea of what his or her education shortcomings are; in addition, the student knows what is important if he or she is to succeed as a public manager and, consequently, demands a more professional education than does the youngster who is content to argue theory for a year.

Additionally, more students now have average grades in undergraduate school and their test scores are lower but maturity, drive and direction more than make up the difference. Because this student probably works full-time, has family responsibilities and professional duties, he or she is better organized. Naturally, this type of student tends to be more demanding of the instructional staff and the institution while seeking a graduate degree.

Individuals who hold one advanced degree add another dimension to today's student body. Increasingly, persons with Masters' degrees in social work, education, urban and regional planning and other professions are enrolling in public administration programs. This trend reflects the fact that specialists and technicians often rise to a supervisory or management level because of their technical expertise. Once they arrive, however, they find themselves truly unprepared for the responsibilities of management. Many have discovered that the "quick fix" of government management—the three day training session in "how to supervise," or "how to prepare a budget" or "how to handle a grievance" simply does not prepare them for long term management responsibility. They realize that the effective management of governmental programs requires a specific professional education.

PUBLIC MANAGEMENT FACULTY

During its formative years graduate education in public administration tended to be the responsibility of a political science or economics department. Instructional staff held Ph.D.s in these disciplines, taught theory and institutions and seldom left academe except to do off-campus research. This type of individual, while competent in a discipline, has not added much to the new professionalism in public administration education. Today, the trends indicate that the effective public teacher is a "pracademic," an individual who carries the necessary educational credentials into the classroom, and who has had substantial executive-level public service experience.

Individuals who have had both the academic training and the public service experience tend to be most effective with the students. Those students who are working relate better to the teacher who has had public service management responsibilities. Younger students feel that the professor's practical experience will show them what is important. On the other hand, the instructor has experienced the frustration of getting things done, of attempting to fit square pegs into round holes which enables him to indicate to the student how he can best benefit from an education. The importance of the experience factor for faculty is best shown by the number of governmental fellowship programs that allow instructors, without direct management experience, to take time off to work for a governmental agency.

ABOUT THE AUTHOR

Dr. Leigh E. Grosenick is Chairman of the Department of Public Administration, Virginia Commonwealth University.

Adjunct faculty, professional public administrators who teach one course a term, are another valuable element of professional public administration education. Most graduate schools will employ a number of adjunct faculty to teach special courses. The increasing use of practicing public service executives as teachers is a further indication of the new professionalization of the discipline. Like attorneys and doctors who dominate the teaching of law and medicine, the influence of the public executive is being felt in the classroom.

INSTRUCTIONAL AVAILABILITY

Similar to the factors discussed above, changes in the availability of instruction have also contributed to the new professionalization of the public administration curriculum. No longer is it necessary to take time from work to enroll since most schools offer graduate classes during evening hours or in concentrated formats on weekends. This allows the working individual to attend classes outside of a working schedule and benefits both the employee and the public agency. Although it may take the individual several years to complete a curriculum, the availability of graduate programs on an evening-weekend basis is an additional positive indicator of the intentions of Virginia's institutions of higher education to provide a quality education to those in public work.

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The U.S. Department of Housing and Urban Development is often thought of as the arm of the Federal government whose primary if not total concentration is on the nation's larger cities. Certainly, the seriousness of the problem in major urban centers calls for financial effort on HUD's part. The problems of Philadelphia and Washington, D.C., however, are no more difficult for the residents of those cities than the problems of Radford or Charlottesville citizens. While HUD does have a number of programs which focus on large cities, there are two specifically aimed at assisting small cities and towns. These are the Small Cities Community Development Block Grant and Urban Development Action Grant.

The Community Development Block Grants are made to small cities on a competitive basis. Unlike its sister program for large cities which provides funding according to a set formula, the small cities program offers dollars to those eligible towns which develop the best proposals on how the money will be spent. HUD allocates a lump sum to a particular state each year and then notifies town officials of the availability of the funds with an invitation to submit requests for funding specific projects. All proposals are then reviewed by the HUD field office in whose jurisdiction the towns are located, and a decision is made as to which proposals will be funded.

In selecting the recipient cities, HUD first considers the characteristics of the project, such as its impact on low and moderate-income families and the capacity of the local government to carry out the work. The second consideration involves the characteristics of the community itself such as poverty level, unemployment rate and housing conditions.

In Fiscal Year 1978, Virginia received about 13 million dollars in Small Cities Community Development funding which was spread among 34 cities and counties. The

HUD FUNDS FOR LOCALITIES

By John Forte

grants ranged from \$50 thousand to the Town of Pulaski for a sewer line extension, to \$1 million to Harrisonburg for housing improvements and rehabilitation, and commercial revitalization. The HUD Area Office in Richmond is now receiving proposals from cities and towns for participation in this year's program.

The Urban Development Action Grant program, both for large and small cities, is an economic development tool designed to bring together government, private industry and the community to fight developmental problems in distressed cities and towns. An initiative of the Carter Administration, it is a key element in the National Urban Policy and is indicative of the Federal government's commitment to encourage private investment in the cities. A town must be considered "distressed" to be eligible for an action grant. The factors used to determine eligibility are per capita income, age of housing stock, population growth rate and poverty level. The

In the Mid-Atlantic Regional Office, we feel there are other ways HUD can serve the cities and towns of Virginia. The Federal government should be a resource to local governments for getting information and cutting through red-tape. It is surprising what can be accomplished through a telephone call. If you think we can provide some assistance let us know. Regional Administrator Thomas Maloney suggests that phone calls for General assistance or information be directed to the Regional Public Affairs Office in Philadelphia (215)597-2580. For information on Local Programs, call the Richmond Area Office of HUD at (804)782-2721. In Northern Virginia, call the Washington, D.C. Area Office at (202)673-5837.

final selection of the recipient is based on relative distress and a number of other factors. Among these are:

- the impact of the project on low and moderate-income persons;
- the type and extent of private sector financial involvement; and
- the number of permanent jobs created or retained.

Last year, HUD made \$95.7 million available in Small Cities Action Grants to 105 localities for 109 projects. This amount, coupled with a commitment of \$818 million from the private sector, will create 25,729 new jobs, continue 3,141 existing jobs and generate 14,224 jobs for construction workers. In Virginia, grants were made to Martinsville and Suffolk in 1978.

Martinsville received a \$3 million action grant to expand its water system. This will enable five major firms from textile, furniture and housing industries to add to their existing facilities. The expansion of these businesses would have been impossible without the HUD dollars because of the inadequacy of the existing water system. The total effort involves a \$19 million dollar commitment from private industry, and will create 1,100 new permanent jobs for low and moderate-income people, and 180 construction jobs.

The City of Suffolk will use \$1.5 million in action grant funds to construct an access road that allows traffic to bypass the congested downtown area en route to a nearby industrial park. The HUD funds will generate over \$23 million dollars in private investment for construction and renovation of industrial plants which will in turn create 91 new jobs, retain 90 existing positions and provide work for 1,732 construction workers.

The federal dollars going to Virginia municipalities should go far in meeting some of the critical needs of communities. However, these federal dollars are limited. With President Carter's commitment to fight inflation and keep down the cost of government, we need to develop ways to get more from our tax dollars. In selecting projects to be funded, HUD will be looking closely at the cost-effectiveness of each proposal.

ABOUT THE AUTHOR

John Forte is the Communications Officer for the Mid-Atlantic Regional Office for HUD.

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VML AFFILIATED ORGANIZATIONS

VA. W & M

The Executive Committee of the Virginia Weights and Measures Association met November 9, 1978 to consider several important matters. Jimmy Stewart, Chairman of the By-laws Committee, reviewed the draft of the revised By-laws. He was asked to make several changes in the draft, and it was agreed to consider the final draft at the March meeting. It is anticipated that the proposed, new By-laws will be presented to the membership for their approval at the 1979 Conference, to be held August 5, 6 and 7, at the Sheraton Inn, Fredericksburg. Copies of the proposed By-laws will be sent to the members prior to the Conference.

Among other items at the November meeting, the 1979 budget was approved. No increases in membership dues or Conference registration fees were made. Weights and Measures week is observed March 1-7 by Weights and Measures officials in the U.S. It is held each year to pay tribute to the first U.S. Weights and Measures Law of 1799.

VACP

The Executive Board of the Virginia Association of Chiefs of Police met in December and again on January 18. At the December meeting, the Board approved the 1979 budget and appointed Dan Balfour as the Association's legislative lobbyist for the 1979 General Assembly session. He will work with the staff to address those issues of interest to the VACP.

James Cotter, head of the Statewide Training Study for Virginia, appeared at the December meeting to review developments in his study. One of the proposals calls for the creation of five regional training academies in the State. It is anticipated that no action on the study will be taken until later this year.

The 1979 VACP Conference is scheduled for Norfolk, August 26-29, at the Omni International Hotel.

VBOA

The Board of Directors of the Virginia Building Officials Association met December 8, 1978. President Garland L. Moore requested a committee report concerning a proposed Housing Code Committee as part of the VBOA. The Committee will report at the next Board meeting.

Leo Cantor presented proposals for developing the VBOA into an involved, viable BOCA Charter Chapter, primarily by having all BOCA members becoming VBOA members through payment of a lump sum to the VBOA by the State Division of Housing. VBOA members were sent copies of the proposals for comments.

The 1979 VBOA Conference is scheduled for Virginia Beach, October 14-17, at the New Cavalier Hotel.

SFCAV

The Executive Committee has initiated many changes in the State Fire Chiefs Association of Virginia under President Harold E. "Gene" Dailey's leadership. The first membership memo, published in December, informed members of new stationery, the creation of a new member packet and the expansion of the Annual Conference. Added features to the Annual Conference in July are a memorial service and a fire safety education and equipment display. The Conference will be held at the Sheraton Inn, Harrisonburg on Thursday, July 12 - Saturday, July 14.

Governor John N. Dalton signed a proclamation that designates April 4 as "Burn Prevention Through Education" day. The SFCAV joined other fire service organizations to support the move. During the General Assembly, a Legislative Bulletin was mailed to all members that included all legislation important to the fire service. Virginia Beach Fire Chief, Harry E. Diezel, chairs the SFCAV Legislative Committee.

VA. SECTION, ICMA

The Executive Committee of the Virginia Section, International City Man-

agement Association will meet this month to review the Annual Conference to be held April 25-27, Marriott Inn, Blacksburg. President Hugh G. Cooper will preside over the activities. Some of the topics are "Income, Estate and Personal Financial Management", "Municipal Financial Management" and "79 Legislation". The Conference will begin on Wednesday evening with the Opening Dinner. Dr. Edwin C. Marsh, VPI & SU, is the guest speaker. On Thursday afternoon, tennis and golf tournaments are scheduled and a visit to the City of Salem to see the Solid Waste Disposal-Energy Recovery Unit. The Conference will adjourn Friday evening.

E. Allen "Sonny" Culverhouse is the new vice chairman of the Virginia Local Government Administrators Committee for Professional Development and Jim Lord is the new committee member. The Committee met January 24 to consider the training needs of city, town and county managers. A conference, for chief administrative officers and their key elected officials, was sponsored by the Committee last month at the Arlie House in Warren-ton.

MEPAV

The Annual Conference of the Municipal Electric Power Association will be held on April 11-13 at the Marriott Inn in Blacksburg. President Robert I. Corekin serves as program planner. Speakers include Frederick H. Ritts, Counsellor at Law, Northcutt Ely speaking on the energy bill and Dr. Leonard Grisby, Professor, VPI & SU, discussing energy research. A tour of the Electric Engineering facilities at VPI & SU is scheduled for Thursday afternoon and a panel discussion of Association goals will be held during the Thursday morning breakfast.

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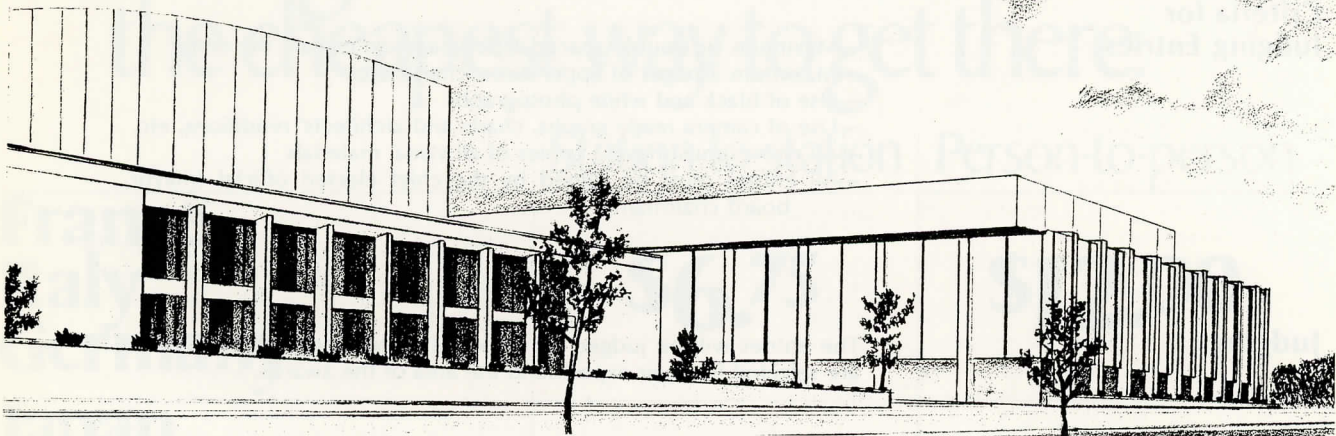
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74th ANNUAL VML CONFERENCE: ROANOKE.

There's no better way to make progress than by meeting together. The meeting for municipal progress in Virginia this year is the 74th Annual Conference of the Virginia Municipal League, September 23 through 25 at the Civic Center in Roanoke. The attendees will gather to discuss issues, form policy, and review products and services. Mayors, Councilmembers, appointed officials, firms in the municipal market plan to attend. Will you be there? Will you have the opportunity to profit from Virginia's largest gathering of municipal officials? Make your plans now!



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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 Awards, 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

Twelve awards are available—six for towns and six for cities and counties (one award for each group, in each of the 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
- Maximum 3 pages of appendices, charts, etc.
- Use of black and white photographs
- Use of camera ready graphs, charts and architects' renditions, etc.
- All entries must have 3 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 area of the awards.

Presentation of Awards

Awards will be announced in September and appropriate recognition will be given to each recipient during the VML Conference Opening Session. In addition, the awards will be highlighted in the Conference issue of VIRGINIA TOWN & CITY magazine.

How to Enter

Each entry must be preceded by an application form, due by March 30, 1979. Localities may enter all six categories but may only have one entry in a given category. All entries must be received by the Virginia Municipal League, P.O. Box 753, Richmond, Virginia 23206, no later than April 27, 1979. It is our hope that you will support this program and take this opportunity to be recognized for outstanding municipal service.

Commentary

REFORMING WELFARE

By Timothy G. O'Rourke,
Institute of Government,
University of Virginia

In testimony before a House subcommittee in 1977, the Secretary of Health, Education, and Welfare, Joseph A. Califano, criticized the current welfare system as inadequate, unfair, anti-work, anti-family and administratively chaotic. Data on the operation of the present system clearly sustain these criticisms.

Although federal, state and local income assistance programs (not including Social Security) spent, in benefits and administrative costs, almost \$1700 per person below the federal poverty line in 1977, the current organization of the welfare system tends to undermine both the adequacy and fairness of public assistance expenditures. A major source of inequality is the discretion exercised by states over benefit levels and coverage in a federally-supported program, Aid to Families with Dependent Children (AFDC). In 1978 New York paid \$373 monthly to the average AFDC family, while Virginia and Mississippi paid \$191 and \$47, respectively. The wide variation among the states in AFDC benefit levels is compounded by the fact that twenty-six states provide AFDC to both male-headed (intact) and female-headed families, while twenty-four states, including Virginia, limit AFDC to female-headed families.

Apart from interstate differences in welfare administration, the multiplicity and inconsistency of welfare programs lead to inequities. For instance, the system discriminates against the working poor since AFDC, Supplemental Security Income (SSI), Medicaid and state-local general assistance are directed primarily to the non-working poor. An exception to this pattern is the Food Stamp program, which covers both the working and nonworking poor. Significantly, many poor families benefit from several welfare programs, while others may benefit from only one or even none.

Considerable evidence supports the charge that the current system is anti-work. Secretary Califano cited the case of a two-parent family of four covered by AFDC in Ohio. By doubling his work effort from twenty to forty hours

per week, the father would suffer a net loss of income since his additional earnings would disqualify his family for AFDC and Medicaid. The "notch effect"—earning more money but suffering a reduced income through loss of benefits—obviously discourages greater work effort by welfare recipients. Paradoxically, work incentive provisions applicable to AFDC recipients allows some to earn income beyond the cut-off level for benefits, thereby leaving AFDC recipients better off than non-AFDC families with comparable earnings.

The inequities and work disincentives apparent in the present welfare system might be reduced or eliminated by the adoption of a national negative income tax (NIT) applicable to both the working and non-working poor. The various components of the present system would be absorbed into a uniform federally-funded structure in order to create an administratively simpler system, free of the inequities in coverage caused by present fragmentation of programs. The NIT would guarantee a minimum income to a family with no earnings. As the family's earnings increased, the federal subsidy would be reduced by only a fraction of the earnings. Therefore, the family would be better off working than not working.

Whatever the intuitive appeal of the NIT, however, HEW-funded experiments in Seattle and Denver over the past eight years indicate that the NIT discourages work. Estimates based on the Seattle and Denver tests suggest that a nationwide NIT would lead to an estimated 10 to 21 percent decrease in work effort in intact families receiving benefits, and a 6 to 15 percent decrease for female-headed families receiving benefits. Test indications shows that raising the minimum income guarantee further reduces work efforts and emphasizes the apparent incompatibility of providing adequate benefits and maintaining incentives to work. This problem is also evident in the operation of the current welfare system. Research shows, for instance, that AFDC mothers are more likely to work in low-benefit states than in high-benefit states. Reconciling the goals of adequate benefits and work incentives may be possible, but only at the expense of other objectives in welfare policy.

The difficulty of creating a welfare

system with effective work incentives is equaled by the problem of devising a welfare system that is not anti-family. The present system is anti-family, though not for the reasons usually cited. Critics of the current system, including Secretary Califano, argue that the limitation of AFDC benefits to female-headed families in twenty-four states encourages fathers to desert their families. Yet there is little evidence to sustain this claim. Gilbert Steiner observed that the number of AFDC desertion cases generally grew no faster in those states limiting AFDC to female-headed families than in those states covering intact families. A recent study of California determined that at least one-fifth of the families enrolled in the Unemployed Father segment of AFDC eventually transfer to the basic AFDC program covering female-headed families. Other research indicates that high AFDC payments, in general, are associated with marital dissolution. The Seattle-Denver income maintenance experiments found that the rate of marital dissolution in recipient families exceeded that for comparable non-recipient families. Apparently, welfare raises the likelihood of family break-up by decreasing the dependence of the wife and children on the father; welfare makes separation affordable.

The fact that anti-work and anti-family inducements operate under both present and proposed welfare systems provides a crucial insight into the frequent pressure for welfare reform and the inability of government to accomplish this reform. Welfare policy inevitably must strike a balance between nearly irreconcilable objectives, such as adequate benefits and work incentives, for example, or administrative simplicity and work requirements. Defects such as the incentive for family dissolution are almost inescapable in shaping welfare policy. Thus, virtually any welfare reform might raise as many problems as it would solve. This fact might render welfare reform politically impossible, except that many states see welfare reform in terms of federal fiscal relief. However, because at least one-third of such relief would probably go to only two states (California and New York), even the promise of new federal aid may not generate enough support for reform to succeed.

Places

ROCKY MOUNT—Town Council adopted a resolution authorizing Mayor Allen O. Woody, Jr. to seek up to \$1 million under the Imminent Threat Grant money available from the Department of Housing and Urban Development to defray the cost of building a water treatment plant. The Imminent Threat Grant is available to small cities and counties on a limited basis. Rocky Mount has already received \$2.8 million from the Farmers Home Administration for the plant.

ALTAVISTA—Town manager Stanley Goldsmith reported that the Town has been allocated \$1,100 in a Community Development Block grant to aid in its litter control program, making a significant increase over last year's \$200 share of a county block grant. Goldsmith also saluted merchants and citizens of the Town for their cooperative

spirit in connection with the Town's clean-up program.

FALLS CHURCH—City Council voted to approve a proposal to apply to the Department of Housing and Urban Development (HUD) for \$135,000 in rehabilitation funds to renovate a house to serve as a group home for mentally handicapped adults.

BRISTOL—The Bristol Public Library has been awarded a grant from the Virginia Foundation for Humanities and Public Policy to hold panel discussions about the past, present and future of downtown areas in American cities. The site of one of the discussions is the council chambers and the presentation will be directed to local businesses and government leaders.

FRANKLIN—The new city hall annex is open and houses the City's Welfare Department, the Redevelopment and Housing Authority, the VPI&SU Extension Service and the offices of the City Manager, City Attorney and the Personnel department. The annex expansion was a \$250,000 project financed by the Union Camp Corporation.

ARLINGTON COUNTY—The County, already the holder of an AAA long-term bond rating from Moody's Investors Service, now has been recognized as an excellent financial risk for short-term borrowers by the same institution. Moody's has announced that the County has received their investment Grade 1 (MIG 1), the highest rating given.

CHESAPEAKE—City manager John T. Maxwell said that he will recommend that the Council set aside \$1.2 million to guarantee the dredging of a deep water channel in the southern branch of the Elizabeth River. The U.S. Army Corps of Engineers has required the City to pay half the cost of the maintenance of the channel each year. The money would come from the City's unappropriated surplus and will not affect the present year's budget.

STAUNTON—The Historic Staunton Foundation was awarded \$2,000 to help develop a comprehensive plan for the future use of the Wharf Warehouse District, an area dominated by turn-of-the-century commercial and industrial buildings. The district is listed in the national register of historic places.

FRONT ROYAL—Town Council voted to take steps to provide more recreation for school-age children. Dr. Richard A. Keller, Warren County School Superintendent, described the need for expanded recreational programs for young people, explaining that initially there would be no cost for the program. It would be federally funded and has school system and law enforcement support. Town officials will act as a filing agent for the proposed youth program that envisions a 15 percent decrease in juvenile vandalism and a 10 percent reduction in juvenile delinquency and status offender cases by 1980.

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HOW NOT TO HAVE A CIVIL WAR

By Brandt Ayers

Massive power blocs slid smoothly into place with a noise no more grinding than a stage-whisper but there was another sound, too, the stretching of sectional interests trying to become national ones.

There were men from Massachusetts and Pennsylvania, from North Carolina and Georgia, but it wasn't the Constitutional Convention. The meeting was just recently held in Atlanta.

It was the annual meeting of the Southern Growth Policies Board (SGPB), but it was more than that. There were two seemingly contradictory things going on: an assembling and focusing of massive Southern political power and the staging of a summit where a peace of sorts can be declared in the Civil War between Frostbelt and Sunbelt states.

Ironically, it was Southern leaders this time who wanted to avoid the gathering storm-front of Cold Civil War. The SGPB's chairman, Gov. George Busbee of Georgia, had already initiated a Boston Summit with competitive coalitions—the Northeast-Midwest Economic Advancement Coalition, the Council of Northeastern Governors and the Council for Northeast Economic Action.

The summit produced agreement that the Mason-Dixon Line should not divide the sections in promoting trade and exports, agriculture, small business and small-town growth to relieve pressure on major cities. Also, there was agreement that the staff of the competing regional organizations should try to adopt common definitions of need which become formulas for distributing federal tax-dollars. But, meanwhile, the power-blocs of Fortress South were sliding into place—just in case the talks failed and Fort Sumter fired on South Carolina.

The SGPB is already plugged into every governor's office and

legislature from West Virginia to Florida to Oklahoma. Now it touches every city hall in the region through the various municipal leagues. This year an effort will be made to link up with congressional delegations and each courthouse through the County Commissioner's Association.

This unified and focused Southern Leviathan is made more effective because competing power-blocs are diffused. The Northeast-Midwest congressional caucus, the Northeastern governors and the private Northeast Council have separate staff, meetings and agendas.

All of this was reported to another gathering of Southerners, men and women who came to the house we built at Booger Hollow, on the outskirts of Anniston, Alabama to tell tall tales and to reflect soberly on their nation and their region, in that order. They came from the highest levels of the State Department and from the state-houses where some of them are organizing new state administrations. They appreciate power because each one knows that domestic factions, like sovereign states, are only interested in negotiating with adversaries who can wage war effectively.

But the talk which stretched into Sunday afternoon boiled down to a uniquely moral and American admonition: power is ugly unless it is used for good purposes.

They called us back to the original purpose of the Southern

Growth Policies Board. It came together out of a recognition that Southern growth was unbalanced. Our rural areas, and the county-seat towns that service them, were becoming an American Sinai desert. Large areas of our cities were becoming refugee camps for our own stateless Palestinians.

That job is not only unfinished, it is yet to be begun. No Southern governor has proposed strategies to deal with it and, consequently, no legislature in the South has enacted a growth policy.

If Southern leaders need to be reminded what they started out to do, then Northern and Midwestern leaders should be admonished to find an affirmative purpose for their coalitions. They formed for essentially defensive purposes—to stop what they perceived as a Southern rip-off of population, industries and tax dollars.

There is a thicket of shared and related national problems made up of urban blight and rural stagnation. Northern and Southern leaders searching blindly in the bush have seized the same animal. How silly and unhappy they both will be if they find out they have been struggling to gain control not of a rabbit but a skunk.

At the Boston Summit, Southern leaders made a start on the task of clearing the national thicket of economic problems. It will take the North and South together to finish the job.



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About the Author

Brandt Ayers is the Editor, *Anniston-Star*, Anniston, Alabama.

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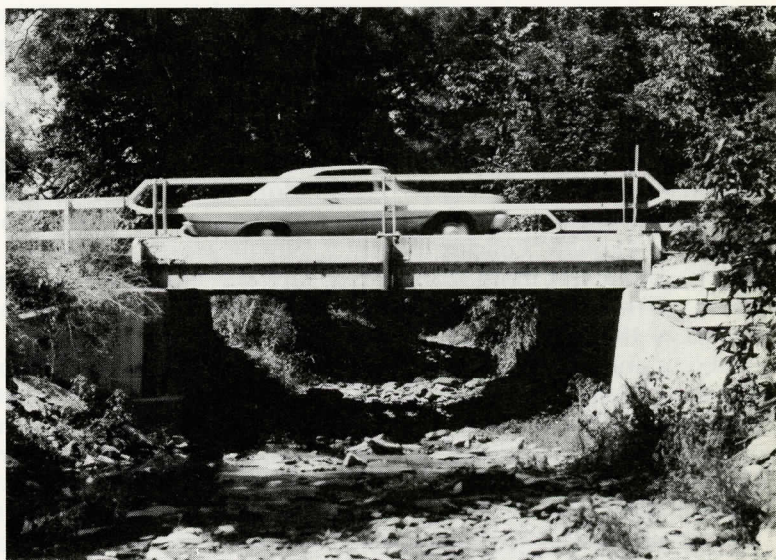
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VML TASK FORCE APPOINTED

Jessie M. Rattley, Virginia Municipal League President and Councilwoman of Newport News, appointed the VML Task Force on Property Tax. The Task Force is composed of representatives of large, medium and small communities chaired by Portsmouth's Mayor Richard J. Davis.

The responsibilities of the Task Force are the following:

In the short term, it will

- serve as a clearinghouse on pending tax and spending limitation proposals in other states, keep a record of existing limitations and hold the line on taxes and spending;

- work with the localities to develop realistic and constructive responses to tax and limit proposals, including setting for possible alternative proposals; and

- work with other public and private interest groups, the Governor and State Legislators, county officials, public employees and businessmen, to promote concerted and unified action against ill-conceived tax and spending limits.

In the longer term, the Task Force will undertake a major study of and make a recommendation on the financing of public services including, particularly, the role of the property tax.

President Rattley appointed the following as members of the Task Force; Vinton Mayor Gus W. Nicks, Harrisonburg Mayor Roy Erickson, Pulaski Mayor Raymond F. Ratcliffe, Marion Mayor Wilson W. Scott, Jr., Warrenton Mayor J. W. Lineweaver, Lynchburg Mayor Elliott Shearer, and Charlottesville Mayor Laurence A. Brunton. Also appointed were Norfolk Mayor Vincent J. Thomas, Roanoke Mayor Noel C. Taylor, Fredericksburg Mayor Lawrence A. Davies, Winchester Mayor Stewart Bell, Jr., Alexandria Councilwoman Beverly Beidler, South Boston Mayor William R. Thomason, Leesburg Town Manager John Niccolls, Richmond Finance Director H. Jack Lissenden, Henrico County Board Member Eugene T. Rilee, Jr., York County Board Member George D. Cole, Chesterfield County Board Member Joan Girone, Richlands Mayor Henry Roberts and Newport News Councilman Donald Patten.

AN ABSURD DECISION BY THE SUPREME COURT

By David Brinkley

If it is still permissible to disagree with the Supreme Court, I would like to disagree with a decision. It said, in brief, that cities, counties, school boards, and other local government bodies can now be sued—for money—if some local law, rule, policy, or decision violates somebody's rights. It seems to me that in a country where it seems that everybody is already suing everybody, we don't need any more of it. And more is what this decision will produce.

Local governments, of course, have to be fair. In the past, if a school board violated a person's rights for reasons of race, religion, sex or sexual preference, age, disability, pregnancy, and so on and on and on, he or she could sue to get the rule changed. But now, under this ruling, the suit can be for money. And judging from what we've seen in the courtrooms lately (such as a child suing her parents for \$5 million because she was hurt in the family swimming pool), from what we see in the courts now, we can expect lawsuits against town councils, school boards and so on. The losses, of course, will be paid by the taxpayers, as patients in doctors' offices are now paying the high costs for all the malpractice lawsuits.

These days, it is difficult for anyone making decisions to decide anything that won't violate somebody's rights, real or imagined, and new rights are being created every day.

Add to that the fact we have a tremendous oversupply of lawyers, many of them more than eager to file suit if they get half of whatever they win—meaning you can file suit without cost and without risk. As in Colorado, a 24-year-old is suing his parents for \$350,000—charging they inflicted him with emotional distress. If he should win he and the lawyer would divide the \$350,000.

Again, if it's still allowed to disagree with the Supreme Court, this decision was absurd.

This article is from a commentary by David Brinkley on the NBC radio network.

AGRICULTURAL SEMINAR

The Virginia Municipal League, Virginia Association of Counties, Virginia Farm Bureau Federation, Virginia Agribusiness Council, Virginia Cooperative Extension Service and the Virginia Division of Forestry will co-sponsor, with the Virginia Department of Agriculture and Consumer Services, an Agricultural and Forestal Districts Seminar in six regional locations during March 6, 7 and 9, and 13-15, 1979. The objectives of the Seminars are as follows:

- inform all interested citizens and leaders in a systematic and orderly fashion of the purpose, intent and procedures of Agricultural and Forestal Districts;
- develop an understanding and interpretation of the Agricultural and Forestal Districts Act; and
- stimulate a generation of ideas to improve the Agricultural and Forestal Districts Program.

The dates of the Seminars are:

Suffolk	March 6, 1979
Richmond	March 7, 1979
Culpeper	March 9, 1979
Lynchburg	March 13, 1979
Blacksburg	March 14, 1979
Abingdon	March 15, 1979

More detailed information on the Seminars will be distributed at a later date through the League office. Please direct any questions to S. Mason Carbaugh, Commissioner, Department of Agriculture and Consumer Services, P.O. Box 1163, Richmond, Virginia 23209 or phone 804/786-3501.

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SCOTTSDALE, ARIZONA (80,000), holds meetings on approaches to municipal problems attended by representatives of several academic disciplines and city departments. (Contact: City Manager, 3939 Civic Center Plaza, Scottsdale, Arizona 85003.)

LANCASTER, SOUTH CAROLINA (9,000), established a "We Care" program to improve communications with citizens. One facet is the use of Fix-a-Grams which are forms that employees turn in when they notice problems such as potholes or missing stop signs. The forms are collected daily and routed to the appropriate departments. (Contact: Assistant City Manager, P.O. Box 190, Lancaster, South Carolina 29720.)

DODGE CITY (14,000) and FORD COUNTY (22,000), KANSAS, combined their communications systems so that one dispatcher unit notifies the nearest patrol force upon receiving a request for service. The jurisdictions have also combined records, jails, courts and headquarters. (Contact: City Manager, City Hall, Dodge City, Kansas 67801.)

PALO ALTO, CALIFORNIA (56,000), has established a service management system, which has involved an analysis of citizens' needs and the development of effectiveness measures for police and recreation departments. (Contact: City Manager's Office, City Hall, Palo Alto, California.)

ROCKVILLE, MARYLAND (41,000), has converted all financial reporting data to microfiche from computer print-outs, resulting in reduced storage space. The initial investment for microfiche conversion in the software was less than the costs for cabinets and office space that would have been required. (Contact: Budget Analyst, City Hall, Rockville, Maryland 20850.)

SAN JOSE, CALIFORNIA (446,000), trained its staff in systems design work to update its computer system. The interest of the employees in the system has been a benefit because they participated in its design. (Contact: Science Adviser to San Jose, 801 North First Street, San Jose, California 95110.)

EVANSTON, ILLINOIS (80,000), joined with several other localities to purchase its supply of traffic tickets for issuance to traffic violators. The City

saved 50 percent on its order and the smaller municipalities saved over 66 percent, with the added convenience of purchasing only the amount needed for two years. Without this joint venture, each locality would have had to purchase a 20 year supply at a higher unit price. (Contact: Purchasing Agent, 1501 Oak Avenue, Evanston, Illinois 60204.)

ROCKVILLE, MARYLAND (41,000) used the telephone company's free consultant service and has undertaken a complete investigation of the City's telephone costs by obtaining the telephone company's records that list each piece of the City's equipment and the charge per piece. Savings from adjusted use in the first six months offset the charges for equipment changes, and Rockville reduced its monthly phone bill by 5 percent. (Contact: Budget Analyst, City Hall, Rockville, Maryland 20850.)

OSHKOSH, WISCONSIN (53,000) offers employees a safety manual that covers office safety, material handling, power tools, scaffolding and ladders. (Contact: Personnel Officer, 215 Church Avenue, Oshkosh, Wisconsin 54901.)



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
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