

Virginia Town & City

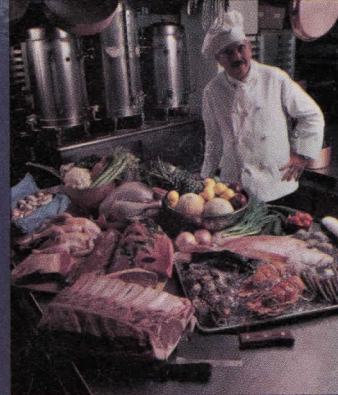
Volume 15 • September 1980 • Number 9

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The most commonly used public power statistics are compiled by *Institutional Investor* magazine—and even they prepare three different types of measurements. We thought you might be interested in seeing all of those figures for 1979:

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Bonus Credit to Lead Manager				Full Credit to Lead Manager			
1979		\$ Volume (millions)	# of Issues	1979		\$ Volume (millions)	# of Issues
1	Goldman Sachs	\$403.1	6	1	Goldman Sachs	\$598.9	3
2	Smith Barney, Harris Upham	337.8	7	2	SALOMON BROTHERS	530.0	3
3	SALOMON BROTHERS	326.2	10	3	Smith Barney, Harris Upham	480.5	5
4	Merrill Lynch White Weld	202.2	9	4	Merrill Lynch White Weld	250.0	2
5	First Boston	139.8	6	5	First Boston	223.5	3
6	Kidder Peabody	111.1	6	6	E. F. Hutton	150.0	1
7	First Southwest	106.3	1	7	Blyth Eastman Dillon	145.0	2
8	E. F. Hutton	76.7	3	8	Dillon Read	54.0	1
9	Blyth Eastman Dillon	71.1	3	9	Foster & Marshall	36.1	1
10	Dillon Read	69.0	2	10	Stephens	36.0	1

Full Credit to Each Manager

1979		\$ Volume (millions)	# of Issues
1	SALOMON BROTHERS	\$1,460.0	10
2	Merrill Lynch White Weld	1,176.0	9
3	Goldman Sachs	1,137.4	6
4	Smith Barney, Harris Upham	930.5	7
5	Kidder Peabody	760.0	6
6	First Boston	553.5	6
7	E. F. Hutton	430.0	3
8	Bache Halsey Stuart Shields	350.0	3
9	First Southwest	318.9	1
10	Lazard Freres	300.0	2

*"Ranking the Municipal Underwriters," *Institutional Investor*, Vol. XIV No. 3 (March, 1980): 136.

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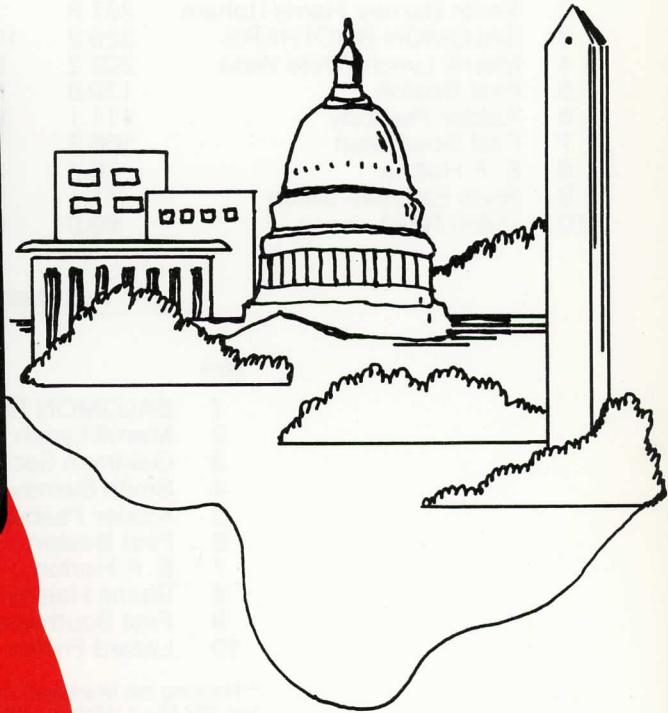
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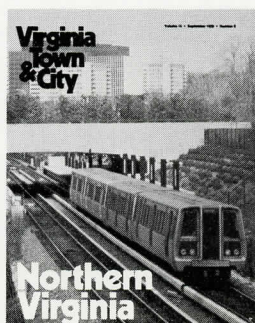
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**75th VML Conference
 September 28-30, 1980
 Marriott Twin Bridges, Arlington County**

Statements and opinions presented in this magazine do not necessarily reflect the editorial policy and opinions of VIRGINIA TOWN & CITY or the Virginia Municipal League.

ON THE COVER:

The Washington Area Transit Authority (METRO) has become a symbol of Northern Virginia. Shown on the cover is the Arlington Cemetery station with the Rosslyn skyline in the background. First completed on March 26, 1976, Metro will eventually have 86 stations, expanding over 100 miles to serve Alexandria, Arlington County, Fairfax County, and Falls Church. The photograph was taken by Paul Myatt.



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Arlington County

What Is It?

As a participant in the 1980 VML Conference, you are also a participant in one of Arlington's chief industries: the travel industry. In fact, travelers to Arlington spend more money in Arlington County than in any other locality in Virginia, including such well-known vacation spots as Williamsburg and Virginia Beach.

Like yourself, most travelers to Arlington come on business related matters. They stay in one of 5,200 hotel and motel rooms now available (expected to top 10,000 in the mid 1980s) and spend more than \$221 million. Approximately \$5 million in local taxes are produced annually and nearly 9,000 jobs have been generated.

Most of Arlington's hotels are located in the two major urban complexes of Rosslyn and the Jefferson Davis (U.S. Route 1) corridor. Located here, too, are the office buildings which house a variety of businesses, mainly federal government agencies, trade associations and consulting firms. Those of you who attended the 1970 VML Conference here in Northern Virginia may remember Rosslyn and the Jefferson Davis Corridor in their beginning phases. Today, while construction is continuing, they are very much established areas, serving as employment centers to over 35,000 persons and containing 8,700 housing units as well. The Jefferson Davis Corridor is becoming a significant shopping area, too. Located adjacent to the Crystal City subway stop, the Crystal Underground Mall boasts over 70 specialty shops and boutiques; nearby, relatively new Buchanan Mall has added more retail outlets.

The coming of the area subway system has brought focus to economic development planning in Arlington. Aiding in this are the County Board appointed Economic Development Commission, which is now looking at future development around subway stations in central Arlington, and the Planning Commission which is considering zoning decisions and related land use proposals. A major land use plan revision that focused on subway corridor development was completed last year.

At the same time, Arlington is seeking to preserve the pleasant single family neighborhoods for which it has been known during the last three decades. A locally funded program, the Neighborhood Conservation Program, provided money for public capital improvements in neighborhoods where residents have developed a specific long-term conservation plan. In recent years, more and more neighborhoods have sought to join the program. Experience has shown that when public improvements are made at the request of residents, frequently the homeowners are encouraged to fix-up or remodel their own properties. Currently 12 neighborhoods have County Board approved conservation plans. A similar program, the Business Conservation and Revitalization Program, focuses on the older, smaller retail centers that serve these neighborhoods.

Long thought of as a bedroom community, Arlington has changed drastically in the last decade. The residential population is approximately 168,000 but its daytime work

week population soars to an estimated 232,000. The daytime population becomes particularly significant in planning for public services such as police patrols, fire-fighting and rescue operations, and water and sewer service. At the same time, Arlington's residential population is becoming older and the size of households is decreasing, causing particular impact on the kinds of educational, recreational and social services needed. Dealing with these two diverse populations has become Arlington's challenge for the 1980s.

For example, a declining school age population has forced the closing of some schools; however, it has been possible to recycle some of these buildings for such uses as a day care center for senior citizens, a recreation center and a community center for the visual and performing arts. One closed school site has been sold for townhouse development and another was sold for a nominal sum to build a nursing home. But a declining school age population doesn't mean decreased emphasis on education: Arlington now has one of the most diverse adult education programs in the area and the enrollment is higher than that of the public schools.

Arlington takes particular pride in the stable financial position it enjoys. It has consistently been given high credit ratings by the two major investment rating firms, Moody's and Standard & Poor, and currently enjoys the highest rating given by Moody's. It also has one of the lowest real estate tax rates in the Washington

(Continued on page 53)

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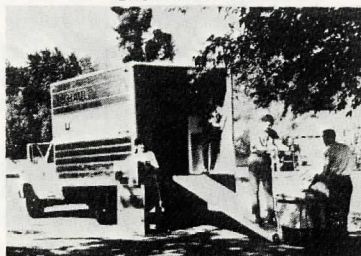
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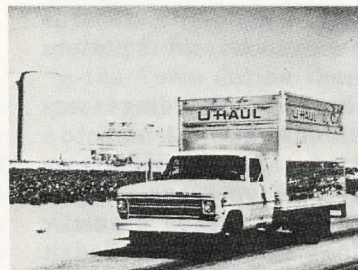


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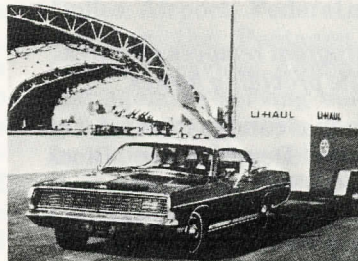
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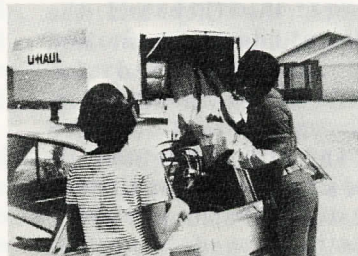
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VACATIONS/HOLIDAYS

VML Achievement Awards

Community Development Alexandria

"Born Again" Housing

Years ago, some of the best-tasting barbeque in Alexandria could be purchased at the Carolina Barbeque at 1023 Queen Street.

But a flash fire and the close of the business left the two story building abandoned and dilapidated, an "unattractive nuisance" that attracted rodents and vagrants. The Health Department ordered the structure boarded up, and for several years 1023 Queen Street went unused, an eyesore to the community, with its boards covered with rock concert posters and notices.

After this building was rehabilitated and converted into a single-family home under an innovative City program, the transformation was so dramatic that a local newspaper called it the "Born Again" housing program.

"The program removes eyesores while providing homes."

Using a combination of the Community Development Block Grant (CDBG) program and Alexandria's own capital improvement monies that had been targeted for neighborhood improvements, the City and the Alexandria Redevelopment and Housing Authority had implemented a novel program whereby vacant and boarded houses, and other blighted influences, are acquired, rehabilitated and sold at a write-down to low- and moderate-income families. The "Born Again" program, financed with

the Virginia Housing Development, has the double benefit of removing eyesores plus providing housing for Alexandria families.

The program operates in two of the Community Development Block Grant target areas. Staff prepare a listing of vacant, boarded up structures that have been declared unfit for human habitation by the Health Department and the listing is reviewed and approved by the planning commission and Council. After a target area structure is approved for the list, owners of the properties are notified that they must secure a building permit within 60 days, and that they must begin substantial rehabilitation of the property within another 60 days. If the owner defaults on either of these provisions, the property can be acquired by the housing authority.

The right of acquisition under the housing authority's powers of eminent domain have proven to be a tremendous impetus to private market rehabilitation. Although 160 blighted structures have been added to the list so far, 61 structures (almost half of all the properties added to the list to date) have been rehabilitated by their owners. This means that public monies are being leveraged substantially by private market monies to accomplish the goals of this program. These structures have been vacant and boarded for four or five years and could have remained that way for years to come without the power of

eminent domain attached to the program.

Sold through the Virginia Housing Development Authority's subsidized sales program, the structure's maximum sale price is \$45,000. The difference between maximum VHDA sales price and the appraised value of the unit is secured by a non-interest-bearing, subordinated second trust which becomes due and payable only when the property is transferred, or if the purchaser ceases to occupy the house as his/her prime residence.

For example, a lower-income family purchasing a home appraised by an independent, private appraiser at \$65,000 would make monthly payments on a \$45,000 VHDA first mortgage. The \$20,000 difference between the appraised value and the VHDA first mortgage would be placed as a non-interest bearing \$20,000 second trust on the home. The lower-income family would make no payments on the second trust until they sold the home or moved out of the unit. At that time, the second trust would be paid back to the City through the housing authority at no interest, with the proceeds going into a revolving housing opportunities fund to benefit future low- and moderate-income families.

"A committee establishes the order for the applications."

These houses are widely advertised, with a priority for the target area homes going to



residents of that area. A lottery is held at a public meeting of the Community Development Block Grant Advisory Committee to establish the order in which applications for these homes will be processed.

To date, 15 units have been acquired under this program and nine homes have been sold so far. A lottery has been held recently for the next eight homes almost completed under the program. It is estimated that these latest eight homes will bear low interest deferred payments second trust averaging \$28,562 less the average sales price of the home. The moderate income persons will have to bring only a \$1,500 down payment and a \$43,500 first trust loan for settlement on a home costing an average of \$73,562.

In addition to the vacant and boarded homes, blighting structures targeted for acquisition under the program have included a vacant laundry/dry cleaning plant, a service station/auto repair garage, a fire damaged psychedelic goods shop and an abandoned road right-of-

way. If determined not to be suitable for rehabilitation as housing, acquired blighting structures can be used for a variety of purposes. They can be used for the provision of open space or recreational use to the construction of new housing.

Today, over \$1.6 million has been allocated through the Community Development Block Grant and the City's own neighborhood improvement program funds. These funds are also the source of the monies needed to provide the second trust in order to write down the sales price of the homes to the VHDA maximum sales price under VHDA's subsidized sales program.

Alexandria has been active and innovative in the areas of housing and neighborhood conservation for many years and it was noted in a 1974 report of the Northern Virginia Planning District Commission which stated that Alexandria has always led the way in the suburban Washington metropolitan area in providing housing for low-and moderate-income families.

Another unique aspect of Alexandria's housing program is the extensive amount of citizen participation in the housing and community development programs. The CDBG Advisory Committee has 24 members, including representatives of civic associations, the Urban League, the local community action program, the Chamber of Commerce and the United Way. The Advisory Committee not only reviews and makes budget recommendations on all block grant programs, but it is designated by Council to review the Capital Improvement Program in the target area neighborhoods. In 1978, the U.S. Department of HUD cited the Alexandria citizen participation program as being "one of the most innovative in the country."

Alexandria believes the program could be of interest to other localities and could be duplicated throughout the Commonwealth as a means of both eliminating unsightly buildings and providing housing for lower income families at a cost below that of new construction.

Community Development

Ashland

A New Look

Annexation often denotes problems for localities and Ashland was no exception. When the Town annexed in 1976, drainage problems, lack of sewer and water lines, an underdeveloped commercial area and the need for a wastewater treatment plant surfaced.

Council authorized the Town staff to apply to the Department of Housing and Urban Development for a grant to alleviate the drainage problems in the northern section of the Town. A light rain would leave water standing around each home to such an extent that residents could only reach their homes by wading. The condition existed throughout the year, causing wells and dry closets to be incapacitated. The wells, the only source of domestic water, were contaminated from the surface water and the proximity of the dry closets. With the assistance of a HUD grant in the amount of \$470,000, the Town was able to eliminate the problem.

Ashland won its second HUD grant to provide water and sewer lines, which are currently nonexistent, to the north Ashland

area. Called the North Ashland Revitalization Project, the grant provides for street improvements, demolition of abandoned structures, building a water storage tank and rehabilitating approximately 50 homes. In all, about 250 homes and 500 citizens will directly benefit from the project.

Another problem facing Ashland is the revitalization of the downtown area. Because a new, large shopping center had been built in the Town, the downtown merchants became discouraged and were feeling the impact of the new businesses. Council agreed to establish an "Old Town Revitalization Program" in order to capitalize on the old southern railroad town motif. The business community, in partnership with the Town, retained an architectural consultant and as a result Main Street assumed its original name, Railroad Avenue, and the business fronts have been restored. Trees have also been planted in the newly developed area and shopping has returned. Because of the results, new businesses have located in

downtown Ashland.

With the increased area, both residential and commercial, a strain was placed on the existing water and waste water treatment plants. The Town prevailed upon Hanover County to permit it to go its own way in the expansion of its waste water treatment plant; the request was granted by the County. Following the employment of a town engineer, Ashland completed the "201 Facility Plant" as well as the sewer system evaluation survey and the operation and maintenance manual for waste water treatment facilities. Plans are currently being made for upgrading the water plant, sewage treatment plant and extending water and sewer lines to cover the entire town.

Great strides have been made in Ashland to improve community facilities, provide adequate housing and create an environment that will benefit all of Ashland's citizens. The improvements have been realized in less than two years and could not have been accomplished without the cooperation and patience of all its citizens.





First Choice: Chesterfield County

Chesterfield County
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Human Development

Charlottesville

Therapeutic Recreation Program

Designed to accommodate individuals with physical or mental limitations, the Charlottesville Therapeutic Recreation program provides an opportunity for these individuals to participate in regular city recreational activities. The program helps mentally retarded, physically and emotionally handicapped children and adults; emphasis is placed on the enjoyment of the activities and not on individual handicaps.

Participants have a choice of being mainstreamed into regular recreation programs or joining special activities designed for the handicapped. Besides having fun, other goals include improving participants' physical and emotional well-being while developing social and recreational skills. Therapeutic recreation also helps the community become aware of its handicapped citizens, learn what individuals can do in spite of their handicaps and accept them as individuals.

"The community needs to accept the handicapped as individuals."

In 1975, Region X Mental Retardation Services in the Charlottesville-Albemarle Association for Retarded Citizens began meeting with interested agencies and citizens to discuss recreational needs of the handicapped. During the course of these meetings, the need to designate one supervisor to serve as coordinator and planner of therapeutic recreation programs was identified. A proposal was presented to Council whereby Council approved a Therapeutic Recreation Supervisor position

and appropriated \$14,736 to create a program.

After the supervisor was hired, a comprehensive plan was written and recreation programs for the handicapped began. An advisory committee was established with representatives from agencies and private organizations in order to keep communications open concerning therapeutic recreation between the City Parks and Recreation Department and social service agencies serving the handicapped.

Agencies and organizations were surveyed to determine existing recreation programs and it was confirmed that there were programs for the handicapped, especially within local hospital and recreational settings. A few agencies, however, did not know what was being offered elsewhere and rarely were efforts coordinated. A major task was coordinating various recreation activities and getting organizations working together. At the same time agencies were being surveyed, the adult handicap population was examined to determine recreation interest and preferred times and locations. Because the response rate was good, the handicapped children are currently being surveyed.

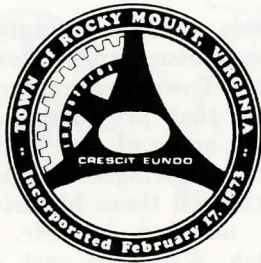
Radio stations and newspapers run weekly listing of the therapeutic recreation programs. A slide presentation is shown to civic organizations, schools, social service agencies, parents and groups of handicapped individuals. Posters with pictures of group activities are displayed at different community service agencies and a newsletter is sent

out every three months to the handicapped population, social service agencies, civic organizations, churches and schools. A local public television station filmed a documentary on therapeutic recreation to be shown to the public to create interest and support for the program. A City therapeutic recreation manual and volunteer handbook were also developed. All publicity methods have been aimed at presenting the therapeutic recreation program as a community-involved program needing more participants and volunteers.

"Publicity was effective in recruiting."

The program uses volunteers as much as possible to supervise, lead and participate in recreation activities. The main purpose, however, for using volunteers is to get the community involved and provide necessary supervision on a limited budget. Volunteers also provided good role models and help attitudinal problems in mainstreaming handicapped individuals into regular recreation programs. Volunteers are recruited from the Retired Senior Volunteer Program, University of Virginia, professionals working with the handicapped, disabled adults and other interested citizens.

Formal training sessions and individual training times are offered to the volunteers. Generally a volunteer does not have to have high level skills or experience in working with the handicapped but rather enjoy the activity and being involved with others.



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THE TOWN OF ROCKY MOUNT, VA.

The appropriation of \$14,737 provided the salary for the supervisor, a small amount of money for supplies, vehicle operations and office equipment. During the first month of the program there were only 28 participants making the cost per participant quite high. As the number increased through the following months, the cost per participant dropped drastically. As a comparison figure, cost per participant in August, 1979 was \$30.43 but by March, 1980 the cost was \$1.86. The program is able to operate on a small budget because of the number of volunteers. Without the volunteer assistance, the program could not be conducted at all.

The Charlottesville Therapeutic Recreation program has given an opportunity to so many individuals. The program will continue with support from the City administration, Council and all the various social agencies throughout the community. It is hoped that the program will expand to address all the needs of the handicapped in Charlottesville-Albemarle County.

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Human Development

Altavista

Shreve Park

During the dedication ceremony last September, Governor John N. Dalton complimented Altavista citizens for "turning a piece of dirt into a garden spot."

Shreve Park, located along Lynch Creek in the heart of Altavista, is unique among parks. It was created out of a jungle of undergrowth and developed from an area formerly used for equipment and materials storage by the Town Department of Public Works.

Because of the dedication of a few key people and the voluntary efforts of all segments of the community, the area was turned into a beautiful wayside park, capturing the natural beauty of the land.

While the need for a park of this type was recognized by the Town Park Committee as early as 1934, Shreve Park did not become a reality until August, 1978. Many years of delay, lack of leadership and interest groups were reversed when Jim Funderburk, a local professional photographer and resident, photographed the area in its then existing condition, and added slides of several pictures of similar types of parks in other areas. Using the slide presentation, Mr. Funderburk appeared before the Town Council and several civic organizations in an attempt to enlist support for the project. His efforts were rewarded when Council recognized the potential once again.

Mr. and Mrs. E. R. English presented a deed to Council "donating the land adjacent to the Altavista Trade Park with the distinct understanding that it

would be used for development of a park." The Altavista Lions Club gave \$3,000 and citizens began working on fund raising projects to help build the park.

The Altavista Rotary Club constructed an exercise trail which runs through the entire 20 acre area. Members of the club, working evenings and weekends, developed the exercise trail patterned after a European plan which incorporates various exercise areas along side a jogging trail. Each of these areas as well as portions of the trail required clearing, leveling and construction of log exercise equipment and signs explaining the exercise. Wood chips replaced the entire trail. Local foundations, including Altavista's Bicentennial committee, provided additional funds to support the park. Town work crews began moving equipment and materials to a newly acquired lot and several old buildings were dismantled. In 1978 the area adjacent to the large pavilion built by the Altavista Lions Club was cleared enough to install playground equipment. Boy Scout groups volunteered their time to clean up the trash and debris so that playground equipment, picnic benches and trash containers could be provided.

As the park began taking shape, the setting became more picturesque and historic. What emerged was a park nestled between the site of the railroad bed of the Southern Railroad's famous "Old 97." The site is also adjacent to one of the state's best trade lots, "First Saturday", which is known throughout the country as a good place to swap

all kinds of things. In addition, the old pumphouse and water wheel was the Town's original pumping facility that provided water to various areas of the Town from its nearby springfeed wells. Signs denoting all these historic items were donated by Mr. E. R. English. When the park seemed in order, Altavista requested the Campbell County Recreation Department for some assistance in developing a master plan for the park which would allow donated items to be placed there according to an overall approved plan. The plan coordinated the development of Shreve Park with an adjacent trade to YMCA and town baseball fields into one large recreation complex in the heart of downtown.

On August 8, 1978 the park was dedicated in honor of Dr. Robert D. Shreve, a man who had dedicated his life to the community for many years.

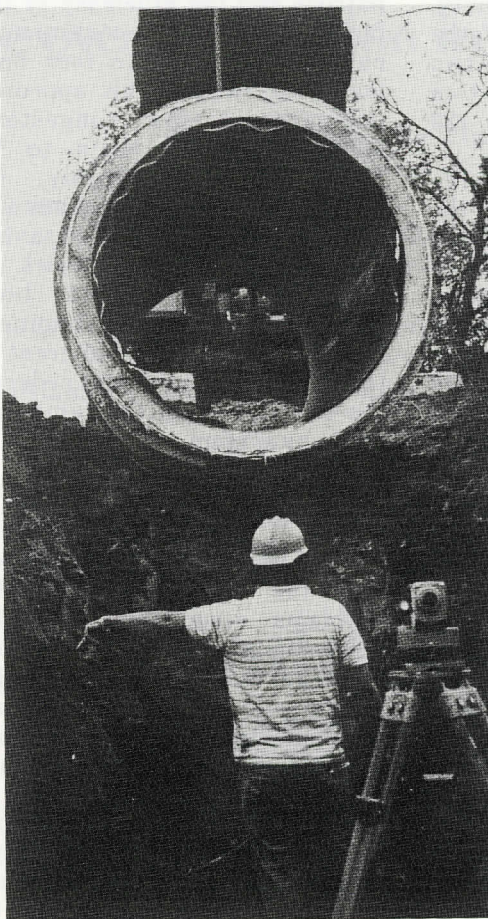
Additions were continued after the park was dedicated. In 1979, the Exchange Club of Altavista offered to build a large fountain in the park but cost estimates were approximately \$7,000. Members of the Club began raising the necessary funds and they decided to build the fountain themselves with the exception of the electrical connections and the final outside stone facing. Members, many of who had no previous experience, formed the walls and sidewalk, installed the piping and poured the concrete. The mechanism for the fountain was purchased and stone was donated by a local merchant. On September 22, 1979, Governor Dalton dedicated the fountain and he called the

fountain, in which was paid for and built entirely through voluntary efforts, "The First Do-It-Yourself Park Fountain in America."

Another highlight was the discovery of a water wheel similar to the one which was used on the pumphouse. Residents located the wheel in the Halifax, South Boston area and purchased it as a donation. A local construction company retrieved the wheel and brought it back to Altavista.

Other contributions are still being provided by the current Parks and Recreation Committee of the Chamber of Commerce and the Altavista Women's club. The Women's Club is currently working on the donation of a new rock sign for the park to replace the wooden one erected at the time of the dedication. The Jaycees are also providing funds for improvement of the drainage in the parking lot and entrances to the park.

Shreve Park represents many years of dedicated efforts by the citizens of Altavista. It not only has enhanced the area but has also become the catalyst for bringing the townspeople closer together in creating a great community spirit. Shreve Park is truly "the park the people built."



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Transportation

York County

Public Boat Landing System

The County of York has a major park area through the combined resources of Federal, State and local funding coupled with a significant land donation by a private enterprise. A major feature of Back Creek Park is the public boat launching ramps.

The York County Board of Supervisors felt the need to preserve public access to waterways was becoming increasingly important as the development of York County was progressing. Based upon public input, the Board directed staff to identify parcels of land which the County could acquire in order to develop a boat launching facility. Prior to the construction of the boat ramp, there were only two public launching facilities existing along the County's 120 miles of shoreline.

Following an extensive search for a tract of land, the County acquired a tract located between Goodwin Neck Road (a Virginia Department of Highways and Transportation primary road) and Back Creek (a navigable waterway) held by Amoco Oil Company. The oil company responded to the County's need and donated the 25.74 acre tract, which was appraised at \$206,000.

The tract selected was the only remaining one with all desirable characteristics. It is centrally located and would most efficiently serve the majority of York County residents, it has excellent vehicular access roads that do not pass through a residential subdivision and it has deep water frontage, thereby avoiding excessive dredging commonly associated with developing a boat launching facility.

The design of Back Creek Park was done by County staff assisted by a local engineering consulting firm. Citizen input was received during the design phase through workshop sessions and public meetings. Development of the park commenced in 1979 and the entire park is expected to be completed this year.

One most significant transportation safety consideration with respect to boat launching facilities is the maneuvering of vehicles and boat trailers. Several unique features were incorporated into Back Creek Park in order to maximize the safety of patrons and the efficiency of the facility. One feature constructs a cul-de-sac adjacent to four boat launching ramps. This approach minimizes traffic congestion, allows for more boats to be launched simultaneously, increases the safety of patrons and is aesthetically superior to having a sea of pavement which is normally adjacent to boat launching ramps. In addition, locating the cul-de-sac adjacent to the boat launching ramps reduced the overall cost of the ramp and roadway system.

"York eliminated the hard part—backing up a boat trailer."

In constructing the launch area, the County minimized the problems associated with the most difficult maneuver of trailer handling, that is, backing up. The rotary will have one way counterclockwise traffic circulating. This requirement will result in a vehicle constantly turning left in approaching the ramp and consequently, when the vehicle stops and is put into reverse, it will not be necessary for the driver to

think about how to back the trailer into the correct launch position. The vehicle wheels are already in position to result in the trailer moving back onto the correct ramp.

The second feature which has been incorporated is the use of pull-through parking spaces in the parking lot. This feature eliminates the requirement for patrons to back their trailers when they are ready to retrieve their boats from the boat launching ramp. The use of angled parking spaces was also used in order to make parking easier and to decrease the overall amount of paving required. Planning strips have been incorporated throughout the parking lot for beautification purposes. The initial parking lot accommodates 80 parking spaces but will be enlarged to accommodate 240 cars and boat trailers.

"The facility is one nautical mile from the Chesapeake Bay."

Back Creek Park was cost effective for York County as well as its citizens. It was sited centrally in order to minimize the amount of travel required of residents to get to a boat launching facility. In addition, the facility is less than one nautical mile away from the most popular boating spot in the Tidewater area, the Chesapeake Bay. Costs were also reduced by the location of the cul-de-sac which decreased the quantity of pavement adjacent to the boat ramp.

Back Creek Park is a \$950,000 project acquired and developed with \$194,000 local funding (only 20% of the project value). Eighty percent of the \$950,000 was secured from

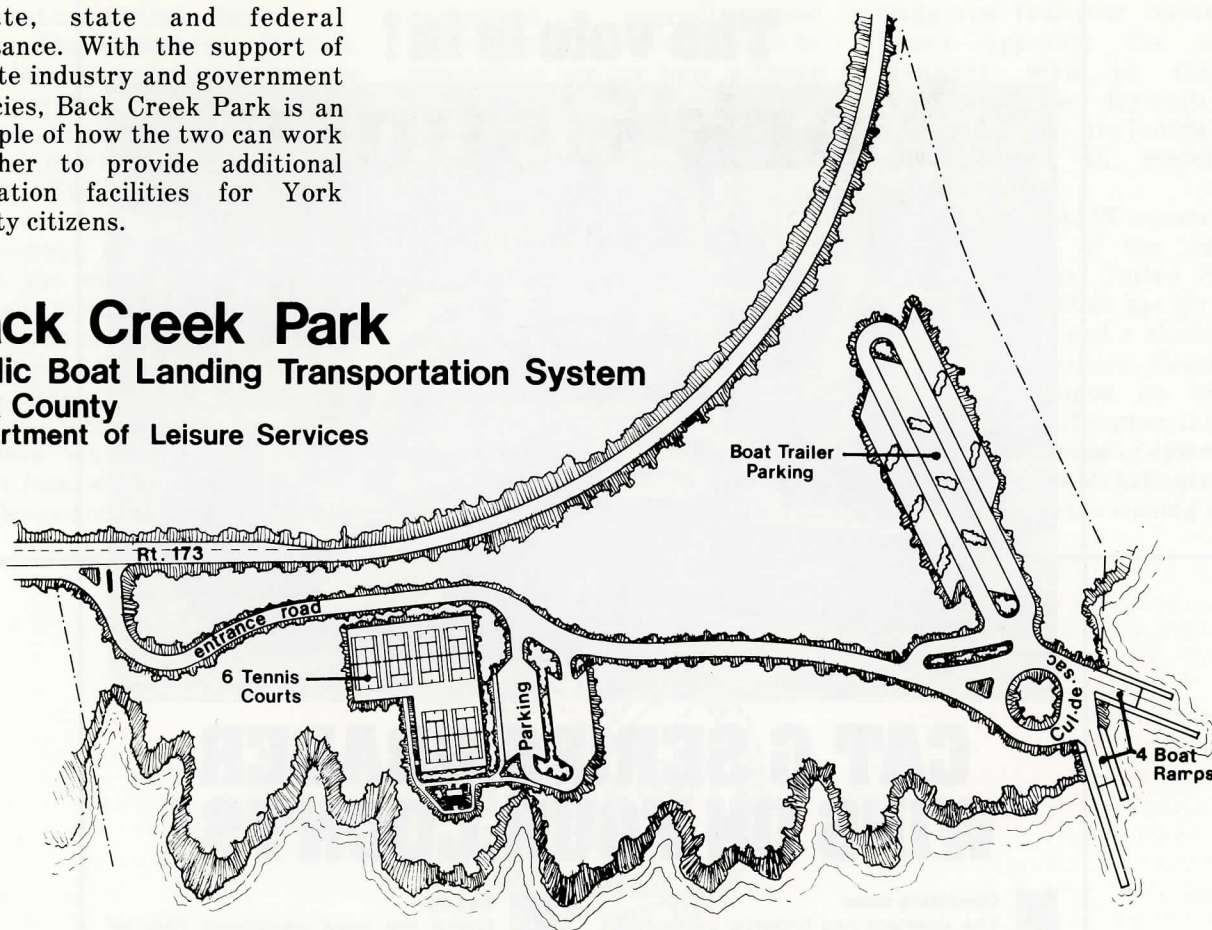
private, state and federal assistance. With the support of private industry and government agencies, Back Creek Park is an example of how the two can work together to provide additional recreation facilities for York County citizens.

Back Creek Park

Public Boat Landing Transportation System

York County

Department of Leisure Services



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Effective Government

Virginia Beach

Citizen Coordinator Program

Localities are usually criticized during a major renovation or project for lack of information and assistance. Virginia Beach, however, assured residents that they warranted attention when the City implemented the Citizen Coordinator Program.

During the early stages of a massive sewer installation program, the City's project engineers and private consulting engineers were inundated by citizen phone calls, both asking questions concerning the project and registering minor complaints relating to the contractor. The project engineer attempted to pass information to the citizens through the civic leagues; however, due to the infrequency of league meetings and, in some areas, lack of league newsletters, all citizens were not always informed.

"A private citizen works as a liaison."

Attempting to handle questions, the Department of Public Utilities established the Citizen Coordinator Program. In this program, representatives from the Engineering Division of the Department of Public utilities meet with civic league officials prior to the bidding for any neighborhood sewer project. From the civic league the Department solicits a private citizen who resides in the area of the neighborhood utility construction and who is willing to work as a liaison between the Department of Public utilities, the contractor and citizens. The citizen coordinator is selected

jointly by the civic league and the project engineer.

After the selection and bids are opened, and the construction work is awarded to a contractor, the Utilities Engineer sends a letter to each resident of the project area explaining the utility work to be performed and introducing the volunteer citizen coordinator.

In addition, area residents are free to contact the citizen coordinator to express any concerns, or just ask general questions relating to the installation of the sewer, particularly if it comes close to their homes. The coordinator also has contact with the Customer Service Division of the Department of Public Utilities and is able to provide citizens with complete information relating to the payment of line and tap fees, arrangements for financing the fees and information relating to payment requirements.

The program has freed the project engineer from numerous and repetitive phone calls relating to minor complaints. Citizens in the project area talk with the citizen coordinator about their complaints and the coordinator has a direct line of communications with the project engineer, the contractor and the construction inspector. By developing a good working relationship with each of them, the coordinator is able to solve minor problems quickly and to point out to the contractor potential areas of concern.

Color photographs of each driveway and front lawn prior to construction are also available which allows the coordinator to

adequately document any damage done by the contractor or reconstruction work that did not bring the property back to its original condition prior to construction.

"The program has freed the project engineer."

There are no direct costs to the Department of Public Utilities for implementation of this program. Quite to the contrary, it has proved extremely effective, particularly in the area of time constraints placed on the project engineer.

This program has improved public relations with citizens in neighborhood sewer project areas by providing them with greater and more accurate information relating to project construction. It has also fostered greater awareness of city services and continued using volunteers in another phase of municipal government. The concept of the coordinator program can easily be transferred to other municipal projects.

Effective Government

Blacksburg/ Montgomery County

Joint Data Processing System

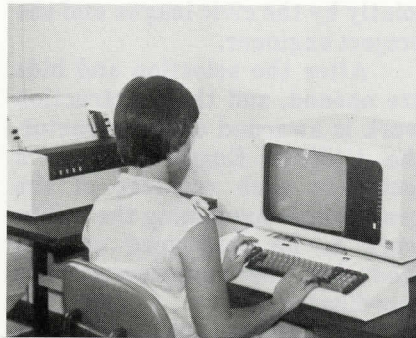
Because of dissatisfaction for their in-house data processing systems, the Town Manager of Blacksburg and County Administrator of Montgomery County discussed the possibility of some type of joint use of a single system. Both officials felt that each of their present systems could perform the basic functions but there was little room for growth and efficiency left much to be desired.

In October of 1978, with the support of the County Board of Supervisors and the Town Council, a joint committee was established to determine both the short and long range data processing needs and solicit proposals from data processing firms for both a jointly used system and a separate system. The committee was also charged with reviewing all proposals in order to make a recommendation to purchase a system.

"Separate or joint systems?"

The computer selection team consisted of the Montgomery County Administrator and Data Processing Manager and the Blacksburg Assistant to the Town Manager and Finance Director. The selection committee was assisted by Bob Jones, the Associate Director of the Virginia Tech Computer System.

The committee analyzed each government's data processing needs and an inventory was made of the functions presently computerized, computing the estimated volume of data in each file and the functions that were logically expected to be computerized within the next five years. This information along



with copies of data processing proposals from other communities, was used to prepare a detailed request for a proposal which was distributed to all known data processing firms within a 50 mile radius.

"Which system is the best?"

The Committee received five proposals from computer companies and the committee made comparisons in the areas of cost, versatility, expandability, quality in the system's software and the ability of the company to provide maintenance support. Following months of work, it was decided to use one large system on a joint basis, which resulted in an approximate \$9,000 annual savings compared to the cost of a separate system. Following approval of the recommendation, negotiations were initiated. Each government pays a percentage of the total cost for the shared equipment as well as accrue the same percentage of equity. Each locality also pays entirely for their own equipment.

In addition to the cost factor, other benefits were present. Since the town and county have very small computer sections, the loss of one person could seriously effect the data processing

workload. The joint system allowed each locality to provide a backup for the other as well as use each other for technical advice. In the future, it is anticipated that better service will be provided by the town police and county sheriff by sharing their crime data.

Montgomery County will house the unit and its personnel will perform the basic functions needed to make the machine operational and compress and share all the data at the end of the day. These responsibilities were considered when the cost sharing formula was agreed upon. Though the system differs somewhat from most of the other governmental cooperative ventures that have taken place in other states, Blacksburg and Montgomery County found their approach to be the simplest to initiate.

It is also felt that the system could be the basis in which a separate data processing authority could be formed which would involve a number of other governmental entities where savings could be greatly expanded through this type of arrangement, as well as providing low cost data processing services to smaller governments when it is presently not feasible.

The cooperative effort between Blacksburg and Montgomery County is one of the few joint county/town systems in Virginia and it has proved that localities can make a commitment to coordinate work. Cooperation provides services to the taxpayers in the most cost effective manner and helps build a feeling of mutual trust.

Sikeston, Missouri: How First Boston designed an innovative financing to assure economical energy.

As financial advisor to Sikeston, First Boston helped structure a financing program which will give the city the economic advantages of a joint action power project, while enabling Sikeston to secure its own long-term generation needs.

The financing, accomplished through two issues of the city's revenue bonds, involves six other Missouri municipalities and a major cooperative. Aggregating \$240 million, the financing will pay for the construction of a 235 MW coal-fired generating station. The efficiency of this plant will provide power at a lower cost than a plant sized for Sikeston's needs alone.

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Public Safety

Luray

Police Wear 3 Hats

As in the case of many small towns, Luray could not afford to pay policemen, firemen, ambulance drivers and technicians. A group of concerned citizens and volunteers from the Luray rescue squad approached the Town Manager and Police Chief with the suggestion that since police are on duty 24 hours a day, they could be given emergency medical technician training. As a certified EMT, a police officer could respond quickly in a life support situation and be dispatched to the emergency location in a matter of minutes. This could mean the saving of a life.

"Police are trained as EMTs."

Since rescue members are sometimes unavailable due to a job commitment, the group of citizens and rescue squad members felt that the police could fill the gap with on duty officers. The idea was so appealing that the Town of Luray decided to train some police officers as EMTs and some as firemen, and scheduled them so that Luray would have an EMT on each shift. The Town now schedules EMTs on each shift and a policeman-fireman on the second and third shifts. This means personnel with training in life saving techniques and firefighting are available for an emergency at all times. The emergency dispatchers ensures a swift response.

From a police force of nine officers, four joined the rescue squad and five are certified as EMTs, but two are now qualified as volunteer firemen. The police have been credited on several occasions with saving the lives of



heart attack victims through life saving techniques.

The dedication and willingness to train in other specialities by the Luray police department has not gone unnoticed by the citizens. Letters of praise for the police department

are received monthly and are noted at council meetings.

Luray now provides its citizens with 24 hour emergency medical service and the high visibility of a uniform police officer.

Grand Haven, Michigan: How First Boston's willingness to take risk led to a successful financing.

In November 1979, Grand Haven, Michigan sold \$88.5 million in revenue bonds to build a 58 MW addition to the city's electric system. First Boston was senior managing underwriter for the financing.

First Boston committed over \$90 million of its own capital *in advance of the closing* to assure Grand Haven the yield from government securities into which the proceeds from the bond issue would be invested. Normally, an investment banker waits until a financing is closed to reinvest bond proceeds for his client. Considering the recent volatility of the credit markets, First Boston's willingness to take market risk allowed Grand Haven to proceed with the financing at much less risk to itself.

First Boston was able to assume this risk because we are active in all phases of investment banking, in all market segments, every day: the U.S. government securities market, as well as the corporate and tax-exempt securities markets. More importantly, we are willing to use both our knowledge and our \$130 million of permanent equity capital to the advantage of our public finance clients.

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Public Safety

Henrico County

Career Development Program

Henrico County believes that there are incentives available to motivate good line officers.

The problem of police turnover, particularly among younger officers with two or four years' experience, represents a considerable loss of trained manpower and an irretrievable loss of resources to Henrico County. Many times officers will aspire to supervisory positions, even though they may not want to or may not even be good supervisory material, because it is the only avenue available to them for advancement. Officials in Henrico found that a heavy concentration of the turnovers are among men/women with college training up to and including baccalaureate degrees. In a field of service as visible and as complex as law enforcement, the findings were disturbing and have a serious impact for Henrico County in comparison to turnover levels in other areas of local government. To prevent these turnovers, Henrico County adopted the "Career Development" package.

Three career paths

The Career Development package gives members of the police force the opportunity to select one of three identifiable career paths without competing in the promotional process associated with management. The aspiring young officer would have to meet performance and educationally oriented criteria and prerequisites. Crucial to this would be significant educational requirements.

Immediately, the officers would be obliged to meet these within a specified time frame

before any further progressions are made.

The three career paths are patrol, investigative and technical. The majority of the officers would likely opt for patrol, but there will be opportunities for the selection of investigative or technical paths. The fourth option, which may be selected by competing for a promotion, is the existing management path and may be achieved at any stage of progression in the other three proposed areas of concentration.

Implemented nationally, Henrico's research included the development concept as a goal in the police division's five year plan which was published in June 1978. The concept is also recognized by the International Association of Chiefs of Police and the Law Enforcement Assistance Administration.

The package

The Career Development package provides four basic career paths for police officers in the career of law enforcement. Upon entering as a recruit officer, each is trained in the basic tradition through the police academy and is provided structured, on-the-job training until such time that he/she is allowed an independent work role. While in the probationary period and during the academy training, the officer will be designated "Police Officer, Basic." Upon completion of the probationary period, he/she would be designated "Police Officer". After the first year in service each officer will be given the opportunity for achievement

with the designation of "Police Officer, First Class". This designation, like all others, is dependent upon performance and certain educational requirements, and is not an automatic gain. The normal merit pay plan continues and provides the traditional county incentive during the officer's tenure.

At the end of two years, each member is afforded the opportunity to be tested for aptitude and each will receive in-house career counseling by a police lieutenant with counseling skills. When the officer has elected his/her career path, the division officer will work toward providing specialized training and a higher education design to prepare him/her for entry into the chosen path.

At the three year point, each member would have the opportunity to enter either the investigative or technical career path. First, however, they must have obtained the status of "Police Officer, First Class".

Provisions allow for lateral transfers

Having entered one of these three career paths, the officer has monetary incentives as well as a symbol of his/her "badge of office." Further, provisions of the program allow for cross transfer from one path to another determining through counseling that an individual is better suited for another path and has the prerequisites to transfer. This system of transfer can be conducted by lateral transfers, without loss of pay or prestige, in most instances. This represents a departure from the present

system which stigmatizes, demoralizes and economically deprives the individual, and is effective by allowing transfers into and out of the investigative area.

The remaining existing career path, management, needs treatment to allow incentive for sergeants and lieutenants particularly. This program does not depict "the management path" since it is already clearly delineated; however, some adjustments are envisioned for this tract. For example, when entering this path, the officer would be cycled through a 24-month "job experiencing" program for 6-month internships and at least four management and/or supervisory tasks. The officer would have been exposed to the actual world of management prior to entry as a sergeant or after exposure, the officer may decide on another career path.

In order to provide these internships, ten or twelve supervisory and management functional areas have been identified within the police division. Each internship is a viable training ground for prospective future managers of the police function in the County of Henrico.

Police officers who wish to advance in status with bonus pay incentives will have to, literally, earn their recognition. It is based on objective evaluation, the absence of negative performance in certain areas and successfully passing a review by a selection board of outstanding police officers. Designed to increase the level of performance, job-related knowledge and educational background, the program is designed also to encourage the individual to maintain an acceptable performance level from year to year. Should a performance not be maintained at acceptable levels, the program requires a loss of bonus pay and a reduction of level attained.

Counselors assist in selecting career paths

Through counseling provided within the division, employees

are assisted in the selection of the most appropriate path.

The program shows tangible evidence of working. Between October 1978 and May 1979, the division's turnover rate was 9.1 percent. Between May 1979, after the Career Development program went into effect, and January 1980, the turnover was 1.9 percent. Henrico County has suc-

cessfully reduced their turnover rate by 80 percent. This is more than acceptable and has all but stopped the departure of expensively trained and experienced officers from the division. An obvious benefit relating directly to the Career Development program is that the morale of police officers has also reached a peak.



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Environmental Quality

Vienna

Recycling Service Center

Just because Vienna's first recycling center failed doesn't mean that the Town can't try again.

The first of its kind in Northern Virginia, the Vienna Service Center is a product of a cooperative endeavor between the public and private sectors. The State Division of Litter Control, the Town of Vienna and several agencies of the Fairfax County government joined with Reynolds Aluminum Recycling Center and the BP Oil Company, Inc. to design a project for the purpose of improving the quality of Vienna's environment. By recycling aluminum cans and household aluminum, the center contributes to the conservation of an important national resource and the energy required to produce aluminum.

In 1975, when the town first tried a recycling center, the arrangements between Reynolds Metals and the Town became unsatisfactory because the place "literally became a trash dump."

"Grant monies helped to fund an information campaign."

In 1978 the Town learned that it was eligible to apply for anti-litter funds from the State Division of Litter Control. Town Manager Brack Bentley applied for the grant and the Town received funds \$2,250, \$750 of which was budgeted for the recycling center. Other funds were labeled for the distribution of automobile bags for Vienna citizens, the purchase of outdoor trash cans for the Town's commercial and recreational areas and an information campaign to educate citizens about the litter

problems and how to use the center.

Trying to avoid the problem the Town had in 1975, Vienna officials began to search for a site on which to locate the center and also confirmed early arrangements with the Reynolds Company for pickup of aluminum from the proposed center. Site selection was crucial since the center had to be visible to the public and in an area large enough to permit access by the Reynolds semi-trailer. The site selected was near the BP Oil Company. Recalling the Town's earlier experience with the trash-strewn recycling center, the Town assured BP Oil that the center would be maintained by the Town's Director of Public Works.

The aluminum recycling center is now in full operation and figured prominently in the Town's "Clean & Green Days" when T-shirts with the "Clean & Green" logo were awarded for each bag of aluminum cans delivered to the center. The total

cost of the center itself was \$985. From the three pickups already made from the center at the time the entry was sent to the Virginia Municipal League, the Town had received \$197 from the Reynolds Company.

"Town savings and revenue will grow."

The information campaign for the citizens is continuing to help them distinguish aluminum from other types of cans. It is anticipated that collection volume and town revenue will grow as more citizens are made aware of the center and its importance to the community's environment.

The Town of Vienna is gratified by the early response to this innovative, practical and useful center. The Town is also pleased that representatives of the Fairfax County Litter Task Force have approached Vienna seeking to learn about the aluminum recycling center and its possible application to other areas in the County.



Environmental Quality Fairfax City

H.E.A.T. 80

Having Energy Available Tomorrow was a program initiated by Fairfax City to encourage the more efficient use of energy resources by its residents.

H.E.A.T. 80 focuses on three areas: transportation, home energy conservation and resource recovery. Based simply on conservation, the program encourages residents to reduce energy consumption. A unique feature of the program is that the participation is voluntary, no city ordinance or regulation was passed directing citizens to comply. Residents are encouraged to take part through public information programs that explains the virtues and the need to conserve energy. The program employs no expensive gimmicks nor requires real change in lifestyles.

The H.E.A.T. 80 program is easily manageable and all three areas are incorporated into existing city departments and budgets. Program feedback is obtained through surveys, public hearings and citizen committees.

Newspaper Recycling

The resource recovery element of the program includes the newspaper recycling program sponsored by the Community Appearance Committee (CAC). An eleven member body appointed by city council, CAC furthers community efforts and environmental awareness. The public works department is responsible for picking up newspapers and operating the recycling center. An important note, the program began with only one additional staff person.

Since the recycling effort began in 1977, almost 1,200 tons of newsprint has been recycled by the city and nearly 42 percent of

the residents are taking part in the recycling effort.

The savings and energy usage is considerable. According to the Environmental Protection Agency, manufacturing newsprint from old newspapers uses 35 to 50 percent less energy than conventional methods of making newsprint. This means a savings of one barrel of oil for every ton of newspaper recycled.

In addition to conserving energy, newspaper recycling also lessens the impact on the environment by reducing the demand for valuable landfill space. Last year 593 tons of paper were recycled by the City thus saving 3,955.31 cubic yards of landfill space.

Newspaper recycling reduces landfill expenses. Between August 1977 and December 1979, the program saved \$7,752 in landfill expenses and brought in \$25,500 in revenues. This year, combined projected revenue and landfill savings will amount to \$21,000 which is about \$2,000 above manpower and operating costs.

Transportation

In an effort to provide convenient transportation for residents and cutback on individual automobiles, the City express bus system is part of the H.E.A.T. '80 program.

The express provides morning and evening rush hour service between Fairfax and Washington, D.C. with an intermediate stop at the Pentagon. In January, 1978 the express started with only 150 regular passengers compared with today's daily average of 435 passengers.

In terms of energy conservation, 900 gallons of gasoline were saved each day and over a

year's time 250,000 gallons of fuel are saved. Not only does the City express save energy but it cuts commuting costs drastically for passengers. A round trip ticket on the City bus costs \$2.30. The American Automobile Association estimates that it costs \$6.36 for commuting to work by car in the Washington area. The estimate includes fuel, parking, auto wear and tear, and insurance.

Fairfax City encourages car pooling. It cooperates with the Washington Council of Governments and other jurisdictions in sponsoring a commuter computer that matches citizens with other commuters who live and work near each other. Information is regularly printed in Cityscene, a citizen newsletter, and posted on signs along the City's thoroughfares. Future plans call for establishing a car pool staging area using the Fairfax High School parking lot.

Fairfax City is also upgrading and expanding sidewalks to encourage walking between residential and commercial areas of the community. A bike trail has been established linking parks, schools, residential and commercial areas. A citizen's task force is studying how the bike trail can be better utilized, not only for recreation, but as a true transportation alternative to the auto.

Last month, Fairfax City and George Mason University started operating an intra-city shuttle bus. Residents can take public transportation to the school, shopping areas and other points within Fairfax.

Energy Conservation at Home

Providing practical information to residents is the third portion of the H.E.A.T. '80 program.

The major feature of this element is the home energy conservation seminar held in April. Virginia Congressman Joseph Fisher, Department of Energy official Joseph Schwartz and David Shoemaker of the Virginia Department of Energy offered homeowners practical information on how to cut residential energy costs from 15 to 30 percent through simple, do-it-yourself projects. For citizens who could not attend, the seminar was video taped and will be shown to civic associations and service clubs. As a measure of the seminar's success, the Northern Virginia Board of Realtors has initiated a similar project using the format established by Fairfax City. Other than a seminar, a special addition of the Fairfax Cityscene was published with information on car pooling, recycling, tax savings on home energy improvements and details where citizens can write for information on a variety of energy related topics.

As part of the City Home Fire Safety Inspection program, the building inspectors accompany firemen to provide tips on how residents can make their homes more energy efficient. Advice is also provided on the property use and installation of wood stoves. In addition, citizens are allowed to cut firewood in city parks at no charge; however, the program is offered on a management basis and only designated trees can be cut for firewood.

In conjunction with the Home Energy Conservation program, Fairfax has taken its own advice on making energy improvements to city owned property. "Energy Package" recently was installed in all seven city schools which includes installation of modified heating and electrical systems, caulking, weatherstripping and new, more energy efficient windows that take advantage of the sun in winter and block it during the spring and summer. Fire doors and inner wall insulation have been added. These improvements have cut energy costs by an estimated 10 to 15 percent.

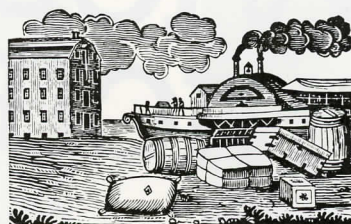
Plans for the Future

Later this year an energy board made of city residents, appointed by council, will coordinate and implement energy conservation programs and ideas. While still in the discussion stage, Fairfax is considering charging employees parking at City Hall to promote the use of other transportation modes.

An energy hot line will be established whereby residents can call day or night and obtain energy conservation tips and the

Cityscene will continue to carry regular columns that will answer citizens' questions about home energy improvements.

Energy experts agree that if the nation were to make a serious commitment to conservation, the U.S. could consume 30 to 40 percent less energy than its present rate. It is not surprising that conservation has been called America's unrivaled energy source. By cutting back on consumption, citizens can ensure that tomorrow's population will have enough energy available.



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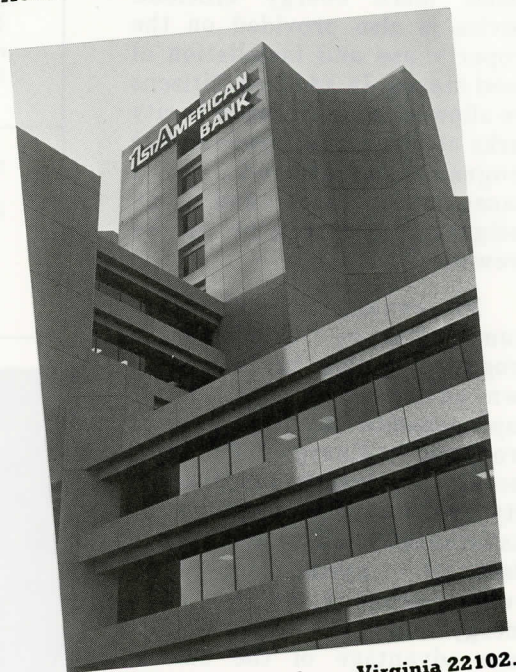
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THE TOWN OF VIENNA

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The WEOD hiking and biking trail is now complete between Arlington and Vienna. The trail passes the Vienna Community Center and many other points of interest in the town.



At the old Vienna Railroad Station, the Northern Virginia Model Railroaders are constructing an operating scale-model railroad. Visitors are always welcome at the Railroaders' Saturday afternoon working sessions.



Vienna's historic Freeman House was restored as a museum and old-fashioned general store. The house is open on Sunday afternoons for tours and shopping.

WHILE VISITING VIENNA, RIDE OUR CONVENIENT LOCAL JITNEY BUS. SCHEDULES AVAILABLE AT CONFERENCE INFORMATION DESK.

galax

THE BRIGHT SPOT OF SOUTHWEST VIRGINIA

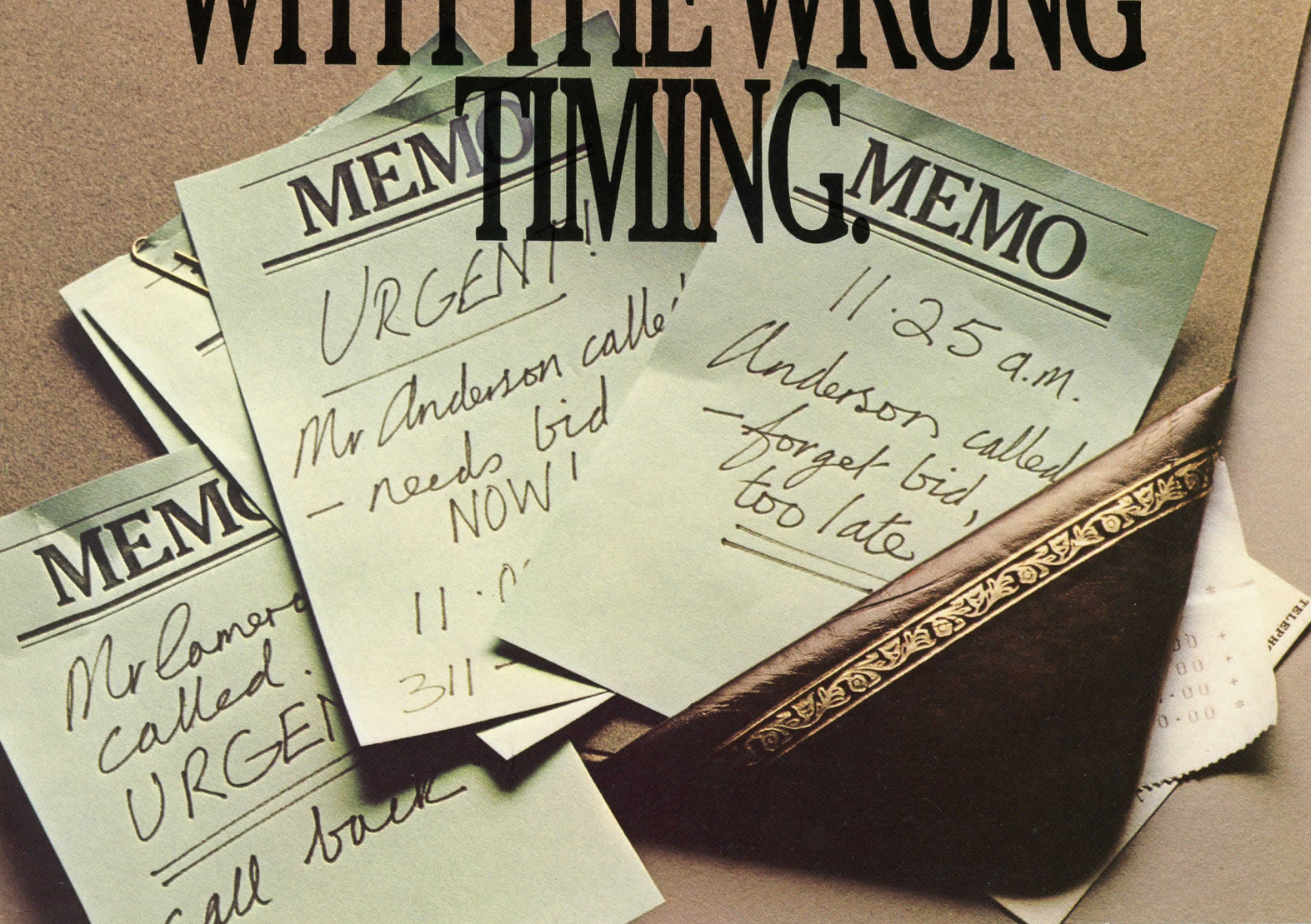
Congratulations
VML - 75 years

knowl·edge (nä'l'ij) *n.* 1. the fact or state of knowing. 2. the extent of information or extent of awareness. 3. that which is or could be known.

To a manager, the word can have a more urgent meaning...

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THE RIGHT ANSWER
IS USELESS
WITH THE WRONG
TIMING.





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A communications expert who's only a quick phone call away. Or call your local C&P Business Office.

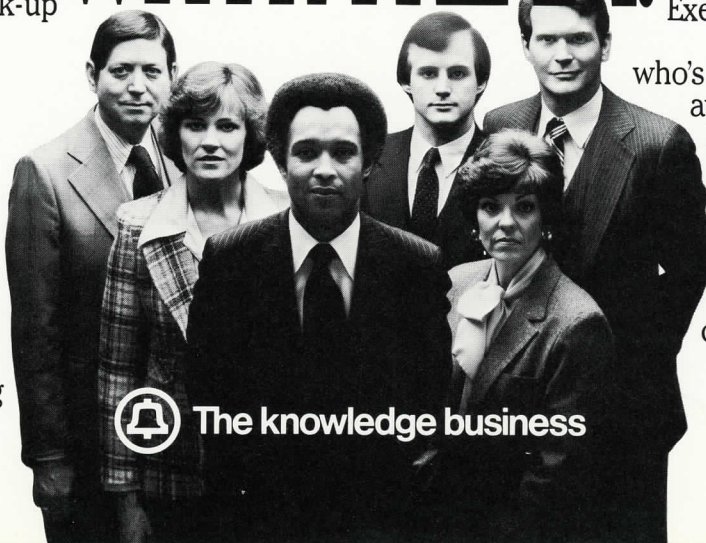
When you see the technology we offer, and the people who come with it, you'll understand why C&P equipment doesn't come with a salesperson.

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It sells itself.

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IT COMES WITH A TEAM.



The knowledge business

VIRGINIA MUNICIPAL LEAGUE

Annual Report

1979-1980



1933 VML Convention, Danville



REPORT FROM THE PRESIDENT

ROY H. ERICKSON
Mayor of Harrisonburg

This has truly been a year of significant change for the Virginia Municipal League. You will recall that I unexpectedly was faced with assuming the Presidency of this organization at our Annual Conference last September, following the untimely death of our First Vice President Gus Nicks. In addition to assuming the Presidency a full year before it was anticipated, I was faced with the prospect of entering my term with a vacancy in the position of Executive Director. Needless to say I was apprehensive about the challenge which lay ahead. The VML was most fortunate in having the able service of Past President and long time League supporter Ann Kilgore to lead us as we began the critical task of selecting a new Executive Director. Ann did a remarkable job of leading our committee through over 200 applications for the position. The results of the selection process singled out R. Michael Amyx, Executive Director of the Kentucky Municipal League, as the most desirable candidate for the position. We were all delighted when Mike accepted our invitation to move to Virginia. Mike was faced with the stiff task of assuming his duties at the Virginia Municipal League only two days before the beginning of the 1980 Session of the General Assembly. Fortunately, he was able to draw upon his vast experience from several other states and accept this new charge with ease. Even though he has only been here a few months, I am certain that his skills and abilities are ideally suited to our goals for the future of this organization.

If one were to point to the

single most pervasive issue of the General Assembly in recent years, it would have to be annexation. The 1980 session of the Virginia General Assembly saw the culmination of many years of intensive scholarly research and political debate when approximately \$150 million was allocated for new state aid to localities as a result of the adoption of the annexation legislation. Governor Dalton has pointed out that this is the single largest state program, by any measure, to ever be implemented at one time. We were most pleased to see the legislators abide by the 1979 agreement and fully fund the annexation package without further stipulations.

You probably noticed that the dues invoice mailed to your locality last June included a 10 percent increase over last year's dues. Unfortunately, we have all become only too keenly aware of the impact of double digit inflation. Given our record of little or no increase in dues income over the past few years (this is the first dues increase in three years), this 10 percent increase does little more than help us keep even with ever increasing costs. While the League budget has experienced only moderate increases in revenue, we have seen continued improvement in the productivity of our staff. As you can see by reviewing other segments of this Annual Report, the Virginia Municipal League is involved in a variety of programs and activities. Many activities of our organization are ongoing from year to year. Others seem to change annually depending upon the demand for various projects

and the availability of resources. We are fortunate that our staff has the capacity to deal with the ongoing programs of new projects with creativity as they arise.

When the Executive Committee met in Blacksburg last April our agenda included an afternoon of goal setting activities. The first such goal setting session was held in October 1978. The goals set at that meeting were reviewed and a revised goals outline was produced at our April meeting. A key result of the most recent goals setting process was a determination by the Executive Committee that a five year plan for the League should be adopted. The development of such a comprehensive document is certain to be a topic generating much discussion at the next several Executive Committee meetings. One of the key elements of the five year plan will be a permanent home for the Virginia Municipal League offices. The Executive Committee is committed to the concept of obtaining ownership of or major equity position in a headquarters building just as soon as it is financially feasible to do so.

Having been President during the 75th anniversary year of our organization has been most meaningful to me. Recognizing that the Virginia Municipal League is 75 years old gives an opportunity to reflect on our past and anticipate our future. As we review the accomplishments of the past 75 years let us not forget that we have also entered a new decade giving us an ideal opportunity to set the course for the future of our organization.

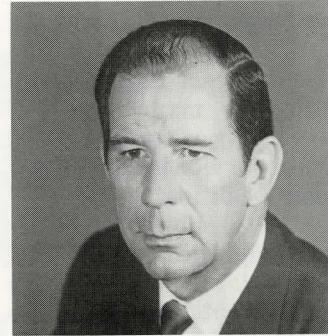
VIRGINIA MUNICIPAL LEAGUE EXECUTIVE COMMITTEE



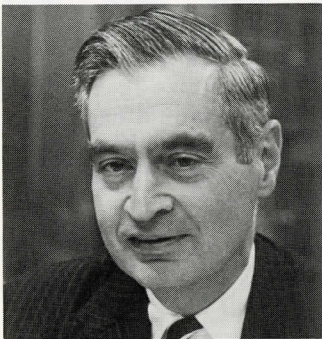
FIRST VICE PRESIDENT
HAROLD S. ATKINSON
City Manger, Franklin



SECOND VICE PRESIDENT
RAYMOND F. RATCLIFFE
*Mayor, Pulaski
Realtor*



FOURTH VICE PRESIDENT
FRANCIS T. WEST
*Councilman, Martinsville
Board Chairman, West Window Corp.*



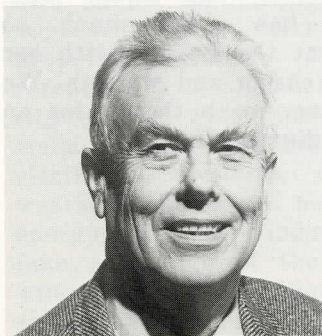
EXECUTIVE COMMITTEEMAN
CHARLES A. ROBINSON, JR.
*Mayor, Vienna
Deputy General Manager,
National Rural Electric
Cooperative Association*



EXECUTIVE COMMITTEEWOMAN
JANE L. HOUGH
*Councilwoman, Salem
Homemaker*



EXECUTIVE COMMITTEEMAN
LAWRENCE A. DAVIES
*Mayor, Fredericksburg
Minister*



EXECUTIVE COMMITTEEMAN
CHARLES E. BEATLEY
*Mayor, Alexandria
Retired, United Airlines Pilot*



EXECUTIVE COMMITTEEMAN
ARLIE C. PAYNE
*Mayor, Gordonsville
Owner, Hardware Store*



IMMEDIATE PAST PRESIDENT
JESSIE M. RATTLEY
*Councilwoman, Newport News
Owner/Director, Peninsula Business College*



EXECUTIVE DIRECTOR'S REPORT

R. Michael Amyx
Executive Director

Over the past year, the Virginia Municipal League continued to direct its resources at meeting its major goals of legislative representation and provision of service programs for its member localities.

The 1980 General Assembly produced significant positive legislation for Virginia localities on several fronts. Further, we were successful in our opposition to various legislative proposals that would have either mandated certain actions by local governments or would have adversely impacted the prerogative of local officials to determine local policies. Legislative action at the national level has centered on reenactment of the federal general revenue sharing program and the community development block grant program, as well as supporting the continuation of urban programs that have been impacted by the move to a balanced federal budget. The VML has had a special role to play in this unique federal legislative activity as Newport News Councilwoman Jessie M. Rattley has ably represented the cities and towns of America in her capacity as President of the National League of Cities. She is the immediate past president of the VML.

The League membership has benefited greatly from a host of continuing and new service programs. On July 1, the League began its joint self-insured workmen's compensation program that included as charter members cities, towns, counties and school districts. Based on strong membership interest, we anticipate that this will be the

first of several lines of group insurance offered by the VML in the coming years. A HUD funded program to increase the capacity of localities to manage their finances has been provided over the past year. It has been responsible for a number of excellent workshops and training programs for both elected and appointed officials. We anticipate that it will be funded for a second year.

VML has sponsored or co-sponsored a number of training programs on a broad range of topics. Also, we have issued a number of reports of interest to localities on such matters as utility rates, tax rates, and salary and fringe benefit information.

The VML staff is available to assist local government officials with information requests or inquiries on numerous subject matters. Annually, we received several thousand of these requests by telephone and letter. **VIRGINIA TOWN & CITY** magazine and the bi-weekly **LEAGUE LETTER** continue to be the primary sources of local government information available to Virginia local government officials.

The League has continued its major efforts at representing Virginia localities in certain regional and federal activities by frequent contact with the Federal Regional Council, the Southern Growth Policies Board, and other similar bodies.

I am pleased to report that the VML continues its strong tradition of financial solvency as reflected in the accompanying Annual Audit Report. This is only one indication of the strong

guidance provided by the Executive Committee on both financial and policy matters. The selfless service of this twelve person body should be recognized and commended by all League members.

As you know, I joined the VML staff in January. I was professionally and personally very pleased to be asked to serve in this capacity and to follow my good friend and colleague, Dick DeCair. In the few months I have been with the VML, the dedication and capabilities of the League staff have been demonstrated on numerous occasions. Although I can not individually recognize each staff member here, I would encourage your review of their photographs and program responsibilities that follow this report.

Lastly, I would like to recognize and thank Roy Erickson for his outstanding year as President of the Virginia Municipal League. Facing several demanding challenges during his term of office, Roy has exerted great leadership and guidance in building a more effective League organization. His lovely wife, Grace, has done much to represent the League with her special charm and warmth. We owe them much thanks for an outstanding year.

AUDIT

STATEMENTS OF ASSETS AND LIABILITIES ARISING FROM CASH TRANSACTIONS

	1980	1979
ASSETS		
Cash:		
Checking accounts	\$ —	\$ 338
Savings accounts and certificates	94,515	88,427
Advances to Employees and Others	5,856	2,138
	<u>\$ 100,371</u>	<u>\$ 90,903</u>
LIABILITIES AND FUND BALANCES		
Liabilities:		
Checks issued in excess of bank balances	\$ 202	\$ —
Payroll taxes payable	2,763	4,938
Dues and fees collected in advance	38,260	31,522
	<u>41,225</u>	<u>36,460</u>
Fund Balances:		
Balance at beginning of year	54,443	63,246
Revenues collected over (under) expenses paid for the year	4,703 (8,803)	
	<u>59,146</u>	<u>54,443</u>
	<u>\$ 100,371</u>	<u>\$ 90,903</u>

STATEMENT OF REVENUES COLLECTED AND EXPENSES PAID UNRESTRICTED FUND Year Ended June 30, 1980

	Budget	Actual	Over (Under) Budget
Revenues Collected:			
Membership dues	\$263,444	\$263,920	\$ 476
Convention registration	40,000	40,076	76
Convention exhibits	8,000	8,665	665
Workshops/meetings	10,000	1,870 (8,130)
Regional meeting	6,000	6,686	686
Affiliate groups	12,400	11,650 (750)
Interest	11,000	14,753	3,753
Magazine	42,000	38,816 (3,184)
League letter	100	1,457	1,357
Directories and reports sales	1,000	1,121	121
Grants and special projects		9,625	9,625
Pension trust refund		8,253	8,253
Miscellaneous	1,200	1,852	652
	<u>395,144</u>	<u>408,744</u>	<u>13,600</u>
Expenses Paid:			
Employee compensation and benefits	210,300	209,321 (979)
Convention	30,000	26,684 (3,316)
Regional meetings	5,000	7,901	2,901
Travel	10,000	9,295 (705)
Office supplies and postage	21,500	24,577	3,077
Space and equipment rentals	32,600	29,370	(3,230)
Leasehold improvements	2,000		(2,000)
Dues and publications	9,775	10,959	1,184
NLC	1,500	1,432 (68)
Telephone and telegraph	10,000	9,816 (184)
Insurance	1,700	1,998	298
Equipment purchases and repair		593	1,593
Professional fees	4,700	11,320	6,620
Legislative supplies	1,500	1,088 (412)
Magazine publishing (excluding salaries)	42,000	39,710 (2,290)
Workshops/seminars	7,000		(7,000)
Interest		32	32
Executive committee	5,000	1,503 (3,497)
Harold I. Baumes Scholarship	1,000	1,000	
Insurance study	2,500	2,500	
Grant expenses and special projects		6,411	6,411
Miscellaneous	3,000	3,531	531
	<u>405,075</u>	<u>404,041 (</u>	<u>1,034)</u>
Revenues Collected Over (Under) Expenses Paid (\$	9,931)	\$ 4,703	\$ 14,634

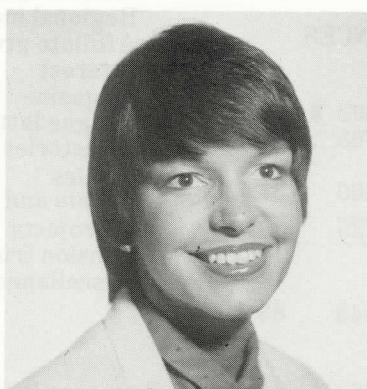


Bradley K. Harmes
Deputy Director

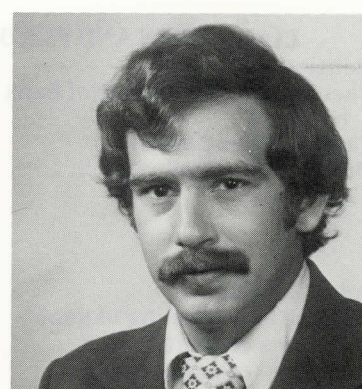
VIRGINIA MUNICIPAL LEAGUE



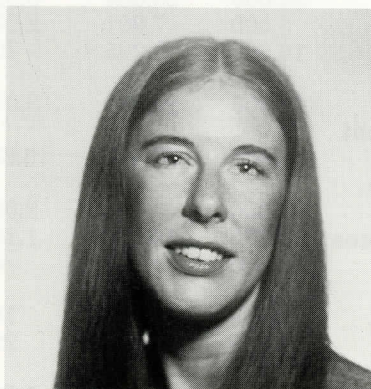
Bragdon R. Bowling, Jr.
Staff Attorney



Charlotte Kingery
Senior Staff Associate



Richard F. Weeks, Jr.
Staff Associate



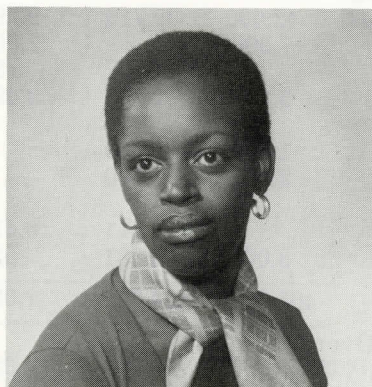
Sandra J. Harmon
Staff Assistant



Margaret A. Nichols
Staff Assistant



Joni Terry
Administrative Secretary



Genovie T. Page
Secretary



Paulette P. Gaines
Bookkeeper



Ingrid M. Wynn
Clerk

LEGISLATION

When the Legislative Program was adopted at the Business Session during the Annual Conference last year, the main thrust was the funding of the Annexation Package. This was also the topic of the VML's presentations at the regional meetings. Seven regional meetings were held this past year; with an average attendance of approximately 80, with 80 legislators out of 140 attending one of the meetings.

During the 1980 General Assembly session the funding of the Annexation Package breezed through which can be attributed to the amount of work done prior to the session. The \$144 million aid program for the biennium was a significant step toward more equitable funding of local governments.

The League was successful in having input during the 1980 session. Almost all of the League's suggested amendments to the Forms of Local Government bills and the proposed budgetary process revision were accepted by the committees considering these measures. The Forms of Local Government bills were passed by the House and carried over in the Senate. The League will continue its efforts to be heard on all bills affecting local government.

The League's strongest efforts were focused on preventing the erosion of resources available to localities.

There were attempts to eliminate the \$2 a gallon tax on alcohol used for mixed beverages, which would have meant a considerable reduction in ABC funds. Several ventures were made to create additional sales tax exemptions which would have significantly reduced sales tax revenues. There were also attempts to provide tax reductions and exemptions for many businesses such as a reduction in the Transient Occupancy Tax to a 2¢ limit, and proposed changes in the Utility Consumer taxes. The VML was successful in warding off or at least forestalling these efforts.

This year the League diversified staff functions to permit five of the senior staff to participate in the legislative process which resulted in better coverage of the committees of the General Assembly which affect local government. In addition, 1980 is a "carry over" session and many measures currently being studied by committees of the General Assembly are being monitored by VML staff.

The League's efforts on the federal level were greatly intensified this year with numerous direct contacts to our Congressional delegation. The VML sought support of Federal General Revenue Sharing through a series of letters and other information as well as personal and telephone contacts by member localities and the VML staff. The League has been

fairly successful, with some members of our Congressional delegation actively supporting the reenactment of GRS. The League has received prompt responses to our requests and it appears that a healthy and constructive relationship has developed with Virginia Congressmen. In fact, the League has received several requests for information and assistance from congressional officers concerning revenue sharing and other matters.

The VML Policy Committee process is underway. Attendance in the meetings has been excellent, well above that of last year, and the League is developing ways to more effectively utilize these statements. A closer alignment is being cultivated between the Policy Statement and the Legislative Program and it is hoped that through this process the VML Policy Statement will be looked upon as the definitive position of municipal governments in Virginia.

For the first time, the VML staff prepared a report card on the Legislative and Staff Work Programs which will be made available to League members. This will increase the VML's accountability to its members and keep them more informed of the total intergovernmental affairs efforts.

LAND USE

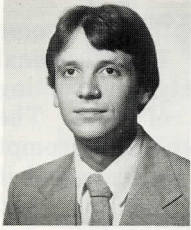
The League has actively been participating in a joint Task Force with the Virginia Association of Counties. Among the projects of the Task Force, which was an extreme success, was the Comprehensive Planning Conference held at the Frances Lewis Law Center of Washington and Lee University. The Task Force also has commissioned two Virginia law school professors to conduct a thorough and objective study into the land use cases decided by the Virginia Supreme Court with a review of their effect

at the circuit court level. This study will provide an analysis of the Virginia doctrine of land use regulations to help local governments in their decision making, in providing legal positions in court cases and pin-point changes needed in the law.

Several crucial legal cases arose during the past year regarding land use. They are discussed in Mr. Dobbin's judicial review. Finally, in the area of land use, the League is attempting to more thoroughly educate the members of the General

Assembly in local land use needs. The crucial interrelationship between our diminishing resources (among them land) and better planning and controls at the local level is of extreme importance. Also, the principal of local control over land use decision making is the cornerstone of League policy as it advocates its positions and takes a more noticeable role in the General Assembly Committee process.

RESEARCH



Timothy McDermott
Research Assistant

The past year has witnessed a marked improvement in the ability of the staff to handle requests for in-

formation by our membership and other interested groups. The new filing and information retrieval system has become accepted within the office, and while our files are still being brought up-to-date, we are producing the nearly immediate response which is so important to a modern research system.

The League has contracted

with the Michie Company in Charlottesville to print a comprehensive two volume compilation of state laws affecting county, city and town government. Also, the League is actively working at reaching an agreement to print an inexpensive small town code for towns up to 5,000 in population.

FINANCIAL MANAGEMENT CAPACITY BUILDING

The Virginia Municipal League in conjunction with the Center for Public Affairs at Virginia Commonwealth University and the Virginia Municipal Finance Officers Association was awarded a \$40,000 grant from the Governmental Capacity Building program of the Department of Housing and Urban Development in October 1979. Virginia was one of five states nationwide having a group receiving such a grant. The key component of the grant is the provision of financial management technical assistance through a network approach. Through the use of a technical assistance network no full time staff were needed to deliver services under the grant. The individual expertise has come primarily from the membership of the Virginia Municipal Finance Officers Association. The grant is structured to reimburse the travel cost of the individual providing the expert technical assistance and also to provide a per diem for each day of technical assistance delivered. No cost is incurred by the locality receiving the technical assistance, and the

technical assistance provider is motivated to volunteer his or her time to the program because we are able to offer a per diem and cover travel expenses. The program offers localities an opportunity to receive free consulting services without the expense or time involved in identifying a private consulting firm and it also affords the leading governmental finance managers around the state an opportunity to share their skills in a professional format.

Also included in the HUD Financial Management Capacity Building Grant have been various seminars. The first seminar in January, Financial Management for Local Elected Officials, focused on the policy making goals that local elected officials can implement through the budgetary process. It also focused on the use of budget calendar and techniques for measuring local financial health. In April, a seminar on Risk Management was conducted by the nationally recognized expert on Governmental Risk, Dr. Nestor Roos from Tucson, Arizona. Dr. Roos covered such topics as basic risk

management, group self-insurance through pooling programs and the purchase of reinsurance. Other seminars sponsored under the grant include a Small Communities Financial Management Workshop and a two day workshop on Performance Evaluation Techniques.

In addition to the seminars and workshops the grant has produced a Directory of Technical Assistance Providers from around the state. This directory has provided a source document for matching localities with technical assistance requests to those participants in the network who might be able to provide some assistance. The Center for Public Affairs at VCU has published a handbook for technical assistance providers so they might be aware of various training techniques before going out on a one-to-one technical assistance visit. Based on the level of performance in the first year of the grant, HUD has expressed a strong interest in continuing the grant for a second year.

COMMUNITY DEVELOPMENT BLOCK GRANT WORKSHOP

The Virginia Municipal League in conjunction with the International City Management Association held a one day workshop on July 18, 1980 in Charlottesville to discuss problem solving techniques in the Community Development Block Grant program. The meeting was

open to representatives from localities under 50,000 population in the states of Virginia, Maryland and Delaware. The City of Charlottesville gave a presentation on their uses of Community Development Block Grant funds, and a bus tour of their downtown mall and

residential rehabilitation area was included in the workshop. Also, the Town of Buchanan outlined their extensive CDBG efforts. The major emphasis was on economic development and housing rehabilitation. A followup regional conference was held in State College Pennsylvania.

INSURANCE PROGRAM

On July 1 the Virginia Municipal Group Self-Insurance Association began operation with seven member jurisdictions and over \$400,000 in annual workmen's compensation premiums. Over \$2 million in premiums is expected by the end of the first year of operation. The program offers an opportunity for group self insurance of workmen's compensation by the political subdivisions throughout Virginia. Because the group self-insurance plan has a lower administrative cost and takes advantage of the overall low loss ratio experienced

by most localities, substantial savings are expected for participants in the program. A major benefit to participants is the excellent safety program that is provided by Hall Risk Management Services, Inc. Approval of this plan by the State Bureau of Insurance is a landmark accomplishment for Virginia localities. Implementation of this program culminates over three years of research that has gone into the development of a group program for Virginia localities.

Now that workmen's com-

pensation insurance has been made available on a group basis, our next task is to make other lines of insurance available to localities on a group self-insurance basis. Under our reciprocal program initially proposed two years ago, automobile liability insurance has been identified as a worthwhile endeavor. Of course, we have also recognized the need for public officials liability insurance.

In the coming year, the staff will seek to determine the feasibility of offering additional lines of insurance coverage.

JUDICIAL REVIEW



Howard W. Dobbins
General Counsel

A number of questions of varied interest in Virginia local governments have been heard and determined in the past twelve months by both the Virginia and Federal appellate courts.

The following summary does not purport to be a complete listing of all of the cases which have been decided. Instead, this summary is simply for the purpose of reviewing cases involving local governments which are being litigated and to indicate some trends in judicial philosophy.

During the past twelve months, the most prolific area of litigation appears to have arisen from discretionary legislation acts by local governing bodies, including principally actions dealing with zoning and subdivision matters. Two cases

decided by the Virginia Supreme Court would indicate a further erosion of the exercise of police power by local governments. *Alford v. City of Newport News*, 260 S.E. 2d 241, held that an ordinance prohibiting smoking in a restaurant, except in areas specifically designated therefor, was an invalid exercise of police power on the ground that the requirement for designation of one or several dining tables located in the same dining area with other tables as a non-smoking area did not actually limit the amount of smoke in the air which was the condition sought to be regulated for the protection of the public. And in *Hylton Enterprises, Inc. v. Board of Supervisors of Prince William County*, 258 S.E. 2d 577, the Virginia Court invalidated a subdivision ordinance requiring a subdivider to contribute to the cost of improving secondary roads abutting a subdivision, the Court reaffirming that Virginia has never adopted Dillon's Rule and stating that the General Assembly had not enacted legislation specifically granting this power to local governments. One can discern from *Hylton* a continuing erosion of the authority of local governments in the matter of land use seen so plainly in the 1975 case of *Board of Supervisors of James City County v. Rowe*, 216 Va. 128, 216 S.E. 2d 199; and in *Alford* a rather

definite limitation on the power of local governments to limit constitutional rights for the protection of the general public.

However, a number of other cases decided by the Virginia Supreme Court support the conclusion that the Court still recognizes the necessity of granting local governing bodies reasonable unfettered legislative discretion. In *Cash v. Staunton*, 263 S.E. 2d 45, an appeal in which the counsel for the League participated, the Virginia Court reaffirmed the general rule that a governing body does have discretion. In *Cash v. Staunton*, and when to make public improvements such as street improvements, notwithstanding an annexation decree imposing upon the city a duty to make improvements in the annexed area. And, in *Board of Supervisors of Loudoun County, et al v. Lerner*, decided in June of 1980 and not yet reported, our Court held that a denial of a zoning application, being a legislative action, is presumed to be reasonable and that this presumption stands until it is overcome by evidence that the legislative action is unreasonable. Moreover, in *Lerner*, the Court held that the burden of establishing unreasonableness is upon the one who attacks the legislative action. Hence, if the legislative action in issue is fairly debatable, it must be held to be reasonable and

entitled to stand. *Lerner* was proceeded by only a few days by an equally encouraging decision by the Supreme Court of the United States in *Agins v. City of Tiborn* (June, 1980; not yet reported), wherein the Supreme Court upheld the legality of a zoning ordinance placing a landowner's property in a zone limiting developments to come-family dwellings, accessory buildings and open spaces with dense restrictions permitting the landowners to build between one and five single-family residences on their land. In the opinion by Justice Powell, the Court held *inter alia*, that this ordinance substantially advanced the legitimate governmental goal of discouraging premature and unnecessary conversion of open spaces to urban uses and was an appropriate exercise of the police power.

Other decisions by the Virginia Court in the past year supporting the right of legislative action by local governments were *Gomes v. City of Richmond*, 258 S.E. 2d 582, which appears to stand for the proposition that a city council does not upon adoption of an ordinance necessarily acquiesce to administrative acts of city officials thereunder unless the council has specific knowledge of such acts when the legislative action is undertaken by the governing body; in *Harper v. City Council, City of Richmond*, 261 S.E. 2d 560, the Court refused to invalidate a bond ordinance and amendments thereto where, because of a delay resulting from litigation, the amendments adopted without publication, simply updated certain particulars of the bonds, i.e., payment dates for principal and interest; and in *Knowlton v. Browning-Ferris Industries*, 260 S.E. 2d 232, it was held that a landowner has the burden of providing that his use of property is a permitted non-conforming use or is a more restricted use, the rationale being that the land-user ordinarily knows more than the zoning authority about the land following imposition of a zoning restriction and has better access to evidence as to whether the current use is a lawful non-

conforming use.

Thus, on balance, it would appear that local governments have not fared too badly in the past twelve months in the area of legislative discretion.

On the subject of governmental immunity, the box score has not been nearly so encouraging. Although in *Transportation, Inc. v. City of Falls Church*, 254 S.E. 3d 62, the Virginia Supreme Court followed its reasoning in the 1962 case of *Fenon v. City of Norfolk*, 125 S.E. 2d 808, holding that maintenance of a traffic signal by a city was a governmental function, as opposed to a proprietary function, and accordingly, a municipality was entitled to immunity from negligence in failing to repair a malfunctioning signal. The United States Supreme Court has not been so protective of governmental immunity. In *Owen v. City of Independence*, 100 S. Ct. 1398, the Court refused to extend absolute governmental immunity against claims under 42 U.S.C.A., Section 1983 and held that a city, members of its governing body and its officials were liable for violation of civil rights laws, such decision evidencing a complete reversal in a two-year period from absolute immunity to liability; and in *City of Lafayette v. Louisiana Light & Power*, 435 U.S. 389, the United States Supreme Court held that municipalities are not automatically immune from treble-damage liability under antitrust laws and will be held accountable for anti-trust violation if the plaintiff carries the burden of proving that a violation takes place and, in a private action, that the violation was the proximate cause of actual injuries to the plaintiff's business or property; and the United States Supreme Court's decision in *City of Impact v. Withworth*, 435 U.S. 992, reinstated, 576 F. 2d 696 (C.C.A. 5, 1978), *cert. denied*, 99 S. Ct. 1224 (1970) focusing on the inference of the holding in *City of Lafayette* refused certiorari of a decision of the Circuit Court of Appeals holding that a municipality and its officials were not immune from anti-trust liability where the plaintiff

asserted that a zoning ordinance was enacted as part of an alleged conspiracy. Thus, although the State Court affirmed immunity for governmental activities, the Federal Court has eliminated absolute immunity in two important areas, civil rights and anti-trust.

Several other decisions have been handed down by the Virginia Court which deserve mention. In April, 1980, the decision came down in *Virginia Electric & Power Company v. Division of Consumer Council*, 265 S.E. 2d 697 affirming the rulings of the State Corporation Commission that the utility could not recover from its customers additional fuel costs occasioned by its failure to provide certain safeguards of costs incurred due to shutdowns attributable to imprudent management. In addition to the fact that this decision may be of economic benefit to all electric users, it is expected to afford an additional negotiating tool when local governments again negotiate new contracts with the utilities for electricity purchased for their own use and not for resale. The potential benefits of the decision in *Virginia Electric & Power Company*, however, are greatly outweighed by the effects of the decisions in *Board of Supervisors of Roanoke County v. City of Roanoke*, 257 S.E. 2d 781 and *Garrison v. Prince William County Board of Supervisors*, 265 S.E. 2d 687. In *City of Roanoke*, the Court concluded that a charter provision empowering the city to acquire "in any lawful manner in any county of the state" water lands for the purpose of providing an adequate water supply and to do other things in respect thereto, including erection of dams and pumping stations, was subordinate to the provisions of general law requiring the approval of a county wherein a dam was proposed to be erected. Thus, the Court refused to recognize the long-established principle that special law prevails over general law. And finally, in *Garrison*, the Court tightened the fiscal noose around the neck of local governments with respect to the statutory presumption in cases of hypertension and heart

disease, holding *inter alia*, that the two-year statute of limitations did not begin to run until the claimant policeman

The **STATE FIRE CHIEFS OF VIRGINIA** remained the key voice for the fire service in Virginia by representing the Association in various fire related organizations and on committees and commissions. Also, the Legislative Committee was very active this year, monitoring the Heart/Lung Bill and Workmen's Com-

The **VIRGINIA SECTION, INTERNATIONAL CITY MANAGEMENT ASSOCIATION** expanded its Executive Committee from three to six members this year. During the 1980 Annual Conference in Virginia Beach, the membership requested a task force to address the goals and objectives of the Virginia Section, and the

The **MUNICIPAL ELECTRIC POWER ASSOCIATION OF VIRGINIA** employed an engineering firm to prepare a power supply study. A preliminary report was made in March and the final

The past year has been an active one for the Executive Board and members of the **VIRGINIA ASSOCIATION OF CHIEF OF POLICE**. Members participated in many studies, public hearings and committee meetings representing the Association. In the area of training, 74 members participated in a management and executive level inservice training program that was highlighted by

The **VIRGINIA BUILDING OFFICIALS ASSOCIATION** celebrated its 50th year of organization in Virginia in October, 1979. A group of nine representatives at a one day meeting in 1929 has grown into an Association with over 200 Virginia building officials.

During the 1980 General Assembly, President Joseph Bertoni, Chief Building Inspector,

actually received a diagnosis that his hypertension arose out of his employment irrespective of whether he might have suc-

pensation, among others. The **SFCAV** joined with the Fire Services Commission to conduct an arson investigation survey and study. The Association celebrated its 50th anniversary year and highlighted it with a three-day conference in July. Speakers included George H. Kitchen, of the U.S. Fire Administration, Robert

type of representation on the Executive Committee. Appointed by newly elected President Frank Force, the task force will also study the membership categories of the Section and a possible name change for the organization. The Virginia Professional Development Committee also scheduled training programs for the Section

report was made at the Annual Conference in May in Charlottesville. At the Conference, President William E. Willis turned over his office to Bedford City Manager Keith Cook. The Execu-

a one week course sponsored jointly by the Criminal Justice Services Commission and the Association at the FBI Academy. The Association is sponsoring an insurance program developed by the International Association of Chiefs of Police and will receive funds from IACP based on the participants that join the insurance program. A Meritorious Service Award program to officially recognize individuals that

Fairfax County, appointed R. A. Ledbetter, Jr., a retired building official from the City of Norfolk, to serve as a full-time lobbyist for **VBOA**. To further the Association's legislative interests, a mid-year meeting was held in February, featuring Virginia Delegate Alan A. Diamonstein, Chairman of the Virginia Housing Study Commission.

cessfully brought a claim at an earlier date based on the presumption.

E. Carter, Chief Arson Investigation Specialist with the National Fire Protection Association and Virginia Delegate George W. Jones. A number of past presidents of the Association attended the conference and special activities were held to celebrate the Fire Chiefs' 50th year.

and the Virginia Association of County Administrators. Richmond City Manager Manuel Deese was appointed to the **ICMA** Conference Planning Committee for the 1980 **ICMA** Conference in New York and Cole Hendrix continued his office as **ICMA** Regional Vice President.

tive Committee is currently looking into hiring a part-time staff person to oversee the Association and to implement the passage of joint action legislation.

have contributed a service to improve law enforcement or who have performed an act of bravery was adopted and will be presented for the first time this year. During the past year there have been many retirements and changes made in the ranks of the Association. We salute the dedicated lawmen who served the public for so many years.

At this same meeting, President Bertoni appointed an Educational Committee. Under the Chairmanship of Claude G. Cooper, Director of Inspection Services, Fairfax County, the Educational Committee is developing a training course on the administration of the Virginia Uniform Statewide Building Code. The **VBOA** is working with the Virginia Department of

Housing and Community Development to fund the program and hopes to implement the

course in 1980.

The 52nd Annual School and Conference of the VBOA will be

held at the Sheraton-Fredericksburg Inn on October 19-22, 1980.

DISTRIBUTION OF INFORMATION

Of importance to our members is the distribution of information on a timely basis. The Virginia Municipal League publishes 10 annual research reports, VIRGINIA TOWN & CITY magazine, the LEAGUE LETTER (a biweekly newsletter), and during the General Assembly, a legislative bulletin is mailed twice weekly. To meet with these increased demands on secretarial time, word processing

equipment was purchased allowing for a timely processing of this information into typewritten form with no additional staffing. All of the above, with the exception of VIRGINIA TOWN & CITY, are duplicated in our office and mailed directly to our members.

In addition to published information, telephone calls for information, such as meeting dates and sites, are handled on a

daily basis for the VML and its five affiliates. Also for members of the VML and affiliates, financial information is recorded and consolidated for review as necessary. For consideration also are the receipt and distribution of daily correspondence.

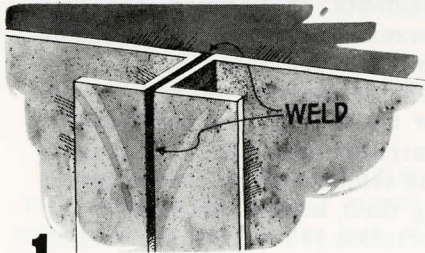
The responsibilities are vital to the Virginia Municipal League and its members and have been an important factor in the 75 year history of the League.

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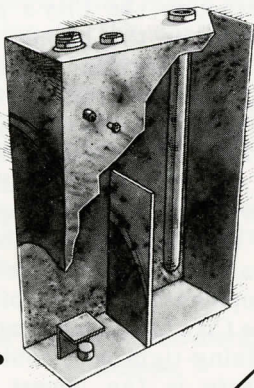
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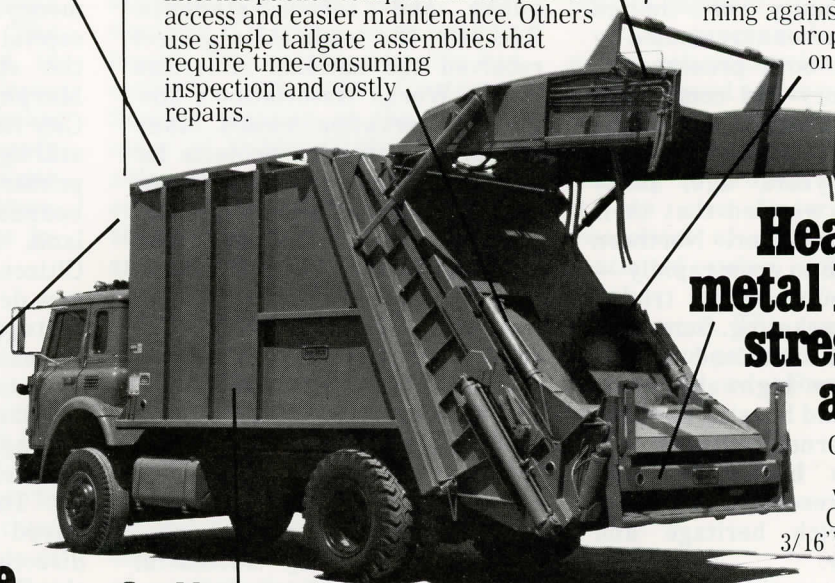
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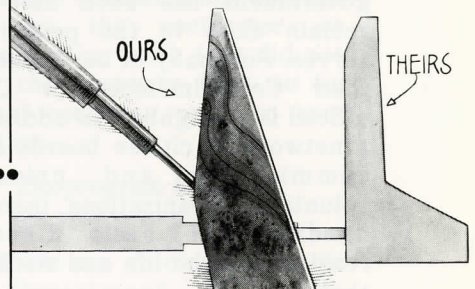


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Falls Church/An Urban Village

When local governments expand to serve larger populations and meet increased demands for service, they sometimes come to appear remote and faceless. Citizens may increasingly feel powerless to control their own government. Because Falls Church is small—two square miles, population 9,080—we have not been forced to confront this problem. City government has been able to remain close to the people it serves. For many of our citizens, their Councilmember or City official is a neighbor. In addition, a network of citizen boards and commissions and private voluntary organizations involve hundreds of Falls Church residents in the life and work of their City.

This citizen activism coupled with responsive government has enabled Falls Church to cope with a problem which other localities may also have faced: How does a small community of limited financial resources surrounded by rapid growth both preserve its sense of history and community identity and meet the changing personal needs of its citizens?

A few years ago, many citizens were worried that their City was in danger. Northern Virginia began to grow rapidly—population doubled, then tripled and kept skyrocketing. Surrounding towns and farm land was replaced by new highways, shopping centers and housing developments. Concerned citizens and City officials began to work together to preserve and protect the City's rich heritage and natural beauty.

The preservation of historic sites and structures gained increasing community support. The restoration of Cherry Hill Farm, a four-acre estate adjacent to the City's municipal offices, was the catalyst to numerous historic preservation projects. Cherry Hill Farm was restored entirely by the City with no outside help from federal, state or private foundation funds. Momentum for this project was provided by the



Historical Commission and the Village Preservation and Improvement Society. The house, furnished by the Cherry Hill Foundation with 19th century period furniture, is now used as a meeting place for civic groups, and historic and educational tours are provided for the general public and school students. Recently, the restoration project received the national American Public Works Association's Historic Preservation Award. Many similar preservation projects for public, residential and commercial properties have been started.

Numerous beautification projects have also been launched. The City's efforts to preserve its tree-lined streets, for example, have won the Tree City USA Award for two consecutive years. The City's architectural awards for excellence in design of private homes and businesses have spurred improvement projects. As a result, our business district is being rejuvenated by successful "face-lifts" through the renovation of building facades. The City's sign control ordinance has generated small, uniform and attractive signs.

A small town atmosphere is important, but a community is more than trees and parks; it's also the people who live in the community. The City is working hard to meet the needs of its citizens. The City's population has grown older and many of

these older people have special needs. A Senior Citizen Conference titled "Getting Older is Getting Better in Falls Church," was held recently to determine the needs of the City's elderly residents. In addition, the City persuaded owners of housing units to set aside 80 bedroom units as federally-funded housing for the elderly and handicapped. Nutrition sites offer free lunches and seniors can get help winterizing their homes, obtaining transportation and receiving tax relief.

Besides meeting the needs of our elderly, Falls Church has special programs for all ages. It was the first city in Northern Virginia to rehabilitate a house to use as a group home for mentally retarded adults. The school system is considered first-rate, receiving national recognition for its innovative programs.

Preserving the best of the City's past and meeting our citizens' changing needs does cost money. Although the City's per capital income is the highest in the state of Virginia (Tayloe-Murphy Index) at \$16,339, the City itself is not big and money is still tight. Because Falls Church is primarily residential, with fixed boundaries and little undeveloped land, its tax base is limited. Citizens cannot look to massive new developments to pay its bills. Instead the City has concentrated on maintaining tight cost control (our tax rate is the lowest in Northern Virginia) and encouraging new business in redeveloped areas.

The City's Master Plan, based on extensive citizen direction, sets policy to improve the City's business environment. Falls Church has courted progress compatible with the City's special qualities. Major recent activities to revitalize the city's business district include:

- The Historic Triangle. The City purchased land adjacent to the historic Falls Church, from which the City took its name, to consolidate small parcels to encourage appropriately scaled development. The area was

rezoned as a historic district.

- The Commerical District. Developers are given incentives to save historic houses by incorporating them into the designs of their new development.

- The Shopping Center Agreement. The City signed an agreement, the first of its kind, with the owner of a shopping center which committed both parties to make improvements in and around the shopping center.

Although Falls Church has escaped some of the problems of bigness which larger localities must face, we have a few special challenges of our own. The City is

committed to upgrading and improving its business district to strengthen our tax base without spoiling the City's character and identity.

(Arlington, from page 8)

metropolitan area: \$1.12 per hundred dollars of assessed valuation.

A source of pride, too, is its county-manager form of government, the first such in the nation, that was adopted by popular vote in 1932. A five-member County Board is elected at-large and the members serve

staggered four-year terms. The Board appoints the county manager who in turn is responsible for day-to-day administration, including appointment of all non-elective personnel.

Although its 26 square miles makes it one of the smallest counties in the United States, Arlington's location has given it a unique history and a challenging modern day position. Continuing to capitalize upon its location adjacent to Washington, D.C., yet enhancing its sense of community identity are goals Arlington will seek to fulfill in the coming years.



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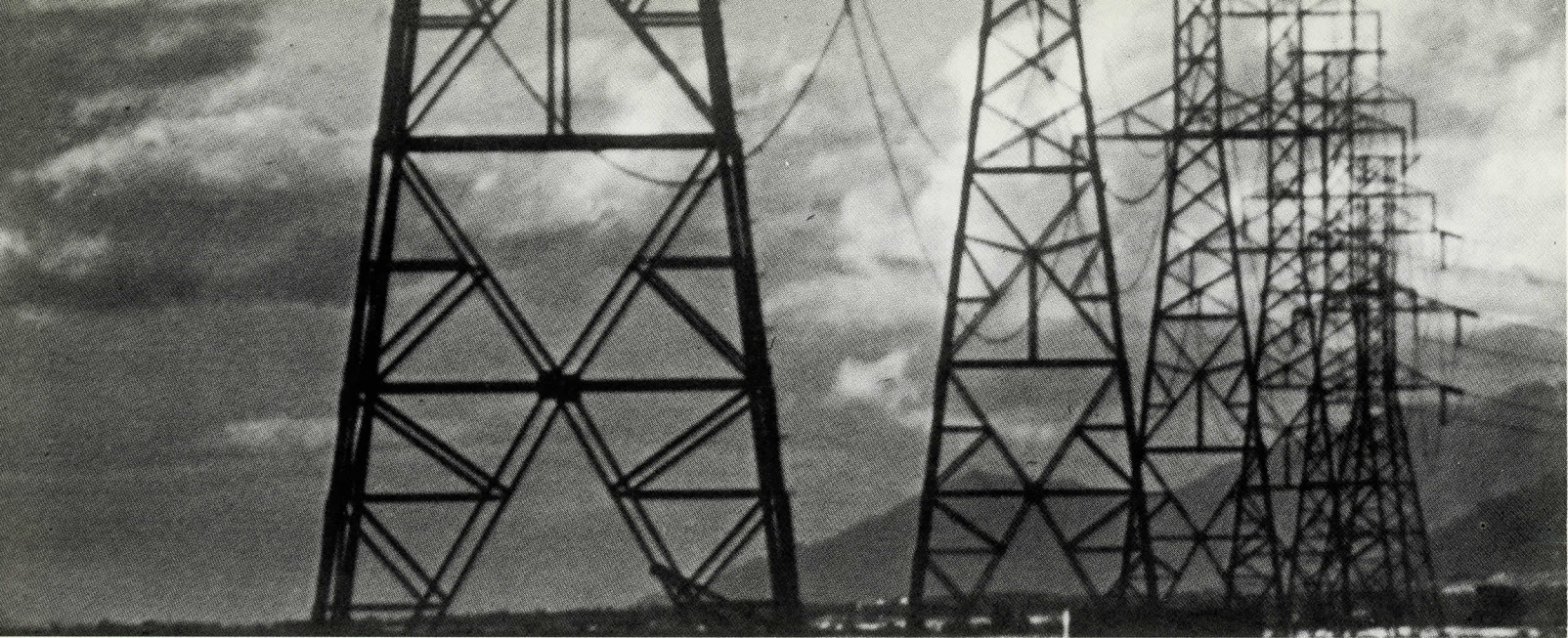
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**Massachusetts Municipal Wholesale
Electric Company**
(Senior Managing Banker) \$560,870,000 (5 issues)

**Heartland Consumers Power District
(South Dakota)**
(Senior Managing Banker) \$240,100,000 (2 issues)

Lafayette Public Power Authority (Louisiana)
(Senior Managing Banker) \$140,000,000 (2 issues)

Michigan South Central Power Agency
(Senior Managing Banker) \$95,040,000 (1 issue)

Wyoming Municipal Power Agency
(Senior Managing Banker) \$21,540,000 (1 issue)

Municipal Electric Authority of Georgia
(Financial Advisor) \$725,000,000 (5 issues)

Texas Municipal Power Agency
(Co-Managing Banker) \$600,000,000 (3 issues)

North Carolina Municipal Power Agency #1
(Co-Managing Banker) \$625,000,000 (3 issues)

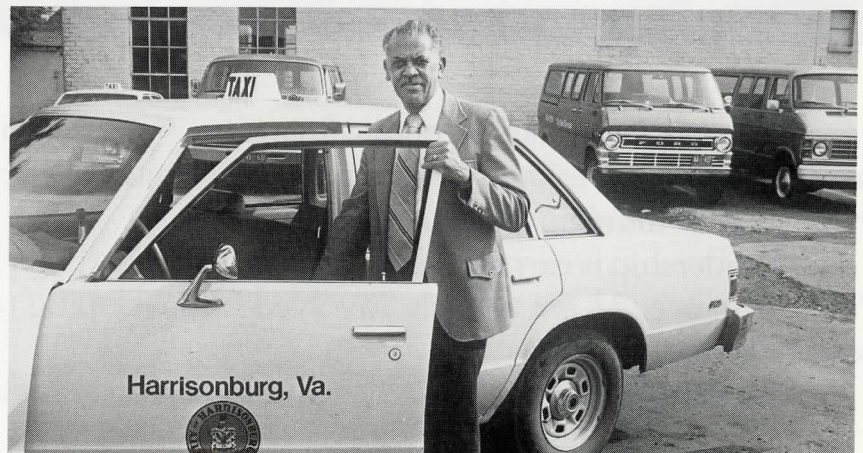
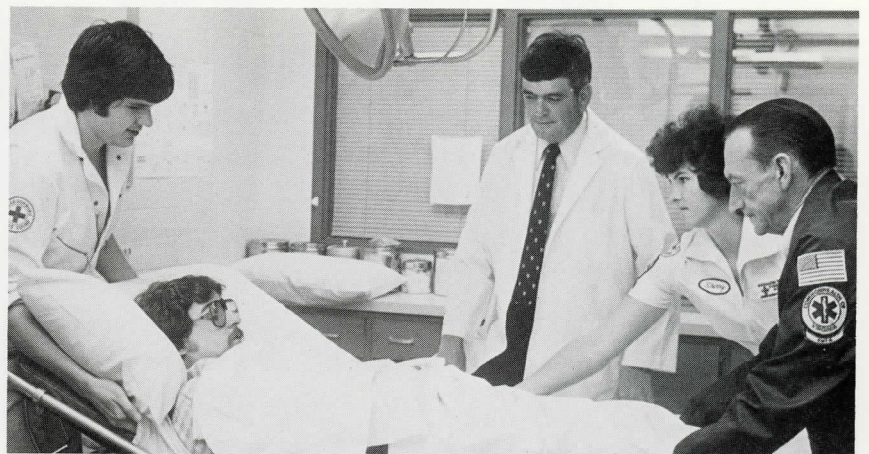
Western Minnesota Municipal Power Agency
(Co-Managing Banker) \$100,000,000 (1 issue)

**If you have questions concerning the formation of a
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Left to right, top:

Mayor Roy Erickson admires the recently constructed J. R. Polly Lineweaver Apartments. This HUD funded project was completed in January, 1980, and provides housing for the elderly and handicapped. The Council and City Manager would like to congratulate the Mayor on his election and outstanding year of service as President of the VML.

Councilman Dr. Walter F. Green, III is a familiar face seen around the Rockingham Memorial Hospital. The Hospital is one of the City's largest employers; having over 700 personnel on staff. Dr. Green is a physician at the Hospital and also works at the JMU Health Clinic.

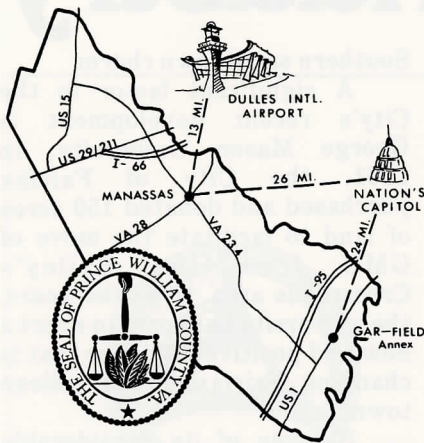
Councilman James Cisney strolls along the new, tree lined sidewalks installed in the downtown shopping area. The sidewalks are part of the downtown beautification project. Mr. Cisney is the General Manager of the Rockingham Cooperative Farm Bureau, and he takes great pride in the fact that Harrisonburg ranks as one of the top rural shopping and marketing centers.

Councilman Elon Rhodes takes a ride in one of the City owned taxi cabs. The City of Harrisonburg acquired ownership and operation of the Taxi Transit System in 1976. Since the time of acquisition, the taxi system has grown considerably and now includes mini buses and transportation facilities for the handicapped. Mr. Rhodes operates a barber shop in the City.

City Manager, Marvin Milam, talks with Senator Harry F. Byrd at the dedication of Switzer Dam. The Dam has a surface area of 119 acres and serves jointly as a water storage and flood control facility. The Dam is 139 feet high and is the largest earthen dam east of the Mississippi.

Councilman Dr. Raymond Dingledine is a familiar figure seen on the campus of James Madison University. Dr. Dingledine is head of the History Department at JMU, and he takes a keen interest in educational facilities for the City.

Prince William County



Formed in 1731, Prince William County takes its name from William Augustus, the Duke of Cumberland and the youngest son of King George II. With an original area of over 2000 square miles, Prince William County included land that later formed Fairfax, Arlington, Loudoun and Fauquier counties.

Though not a battleground during the Revolution, Prince William witnessed two major Civil War battles — the First and Second Battles of Bull Run (Manassas). The National Park Service currently maintains the 3000 acre Manassas National Battlefield Park.

From the end of the Civil War until about 1958, the population of Prince William County remained relatively stable but between 1950 and 1960, the County's population more than doubled. This rapid growth trend continued and today the population of Prince William county is estimated to be 160,000. Two feeder airports, at Manassas and Woodbridge, supplement the nearby Dulles International and National Airports. Two interstate highways, I-95 in the East (North-South Route) and I-66 in the West (East-West Route), serve the county and provide access for commuters to and from Washington. The interstates have

also spurred commercial and residential development. Two residential planned communities (Lake Ridge and Dale City) lie close to I-95 and will eventually provide homes for 85,000 people. The 1.2 million square foot Hahn Regional Shopping center, scheduled to open in 1982, also parallels I-95.

Growth of this magnitude increases the demand for public services and facilities. Together with the Federal government, Commonwealth of Virginia, Fairfax County and Manassas and Manassas Park, Prince William County participated in the construction of the Upper Occoquan Sewer Authority's advanced wastewater treatment facility. This sophisticated tertiary treatment works is a technological marvel with an equally awe-inspiring price tag of \$82 million. Residents of Eastern Prince William County will soon be served by a second advanced wastewater treatment facility — the H.L. Mooney Plant.

The County's sixth high school is scheduled to open this fall and construction will begin this year on two new elementary schools. The County animal shelter is due to double its capacity and plans have been finalized for the erection of a regional jail, to be built in conjunction with the City of Manassas. The County and Cities of Manassas and Manassas park will also cooperate, contingent on a 1981 bond referendum, in the construction of modern court facilities. Cost estimates approach \$9.5 million.

Prince William boasts one of Virginia's few County Police Departments. Established in 1970, the Department has grown to employ almost 200 sworn personnel. Fire and rescue services blends paid professionals and spirited volunteers into a highly efficient and effective force.

Other County Departments include Planning, Public Works, Personnel, Operations and Maintenance Libraries, Social Services, Finance, Economic Development and the newly created office of Management Information and Audit and the

Department of Development Administration. The Prince William County Park Authority administers progressive recreation and open space programs. The Mental Health and Mental Retardation Services Board recently earned recognition from the National Association of Counties for its innovative client services delivery system.

Five sanitary districts oversee the provision of water and sewer services in the County. The two largest districts, Occoquan/Woodbridge-Dumfries/Triangle and Greater Manassas, employ full-time administrators.

Management of this rapidly growing County is the responsibility of a seven member Board of County Supervisors elected by magisterial district. Kathleen K. Seefeldt currently serves as Chairman of the Board with Donald L. White as Vice-Chairman. James J. McCoart, Doanld E. Kidwell, G. Richard Pfitzner, Joseph D. Reading and Eileen M. Stoute presently hold the other seats on the Board. Terrence A. Emerson, in his capacity as County Attorney, provides legal counsel to the Board of County Supervisors. Robert S. Noe, Jr. is the appointed County Executive and acts as the administrative head of the County's governmental departments with over 1000 employees.

Remembering its wealth of history, Prince William County is preparing for its future with enthusiasm and optimism. It is hoped that many of the delegates to September's Virginia Municipal League Conference will linger for a few days or even a few hours to enjoy the unique scenic panorama that is Prince William County.

FAIRFAX CITY From Farms to Industry

When Richard Ratcliffe took over his father-in-law's mercantile business in the late 1700's, he knew a good deal when he saw one. The store was near the intersection of Little River Turnpike and Ox Road (two major roads in what was then part of Fairfax County). With the large number of settlers moving westward along these early highways, the enterprising Ratcliffe amassed a small fortune by providing the necessities for the difficult journey into the Ohio Valley.

Since then, of course, many things have changed. Ox Road, now known as Chain Bridge Road, has been paved. The Ratcliffe store was lost to history and torn down long ago. The intersection where shops and homes once were clustered has grown into the City of Fairfax six square miles in area. But the same reason that brought prosperity to Richard Ratcliffe nearly 200 years ago is the same reason that is attracting families and businesses to Fairfax City today — its prime location.

Fairfax City is situated in the heart of Fairfax County about 15 miles west of Washington, D.C. Several major access roads crisscross the City. In addition to Little River Turnpike and Chain Bridge Road, the U.S. Route 50 and I-66 corridors are channeling westward expansion from Washington into the area making Fairfax City a major residential and economic center.

At the end of World War II, the population was about 1,000 people compared to 22,000 residents today. Prime contributors to the City's economy 30 years ago were the large dairy farms and other farm-related enterprises. Today, the economy is based on retail, wholesale and service outlets. Farming has been relegated to a minor role by the more than 1,600 businesses which now make Fairfax City their home.

Besides its excellent physical situation, the City's growth has been spurred by the presence of the Fairfax County government. The location of the county courthouse in the City has brought more than 350 lawyers to Fairfax and has increased the demand for office space. In the last five years, more than 1.1 million square feet of commercial space was constructed of which 71 percent was designed for office use. It is anticipated that the completion of the new county courthouse later next year will attract even more attorneys.

Even with the commercial interest in Fairfax City, the community continues to emphasize its residential and historical character. A drive through Fairfax will find subdivisions nestled between large wooded and parkland areas. About 65 percent of City land is devoted to parks and neighborhoods. A sense of history prevails throughout the community as 15 historical buildings and sites preserve the City's heritage and identity. The center portion of Fairfax is designated as an Old and Historical District to encourage the protection of older buildings. A Board of Architectural Review regulates the appearance and structural changes in that area which has helped Fairfax retain some of its

Southern small-town charm.

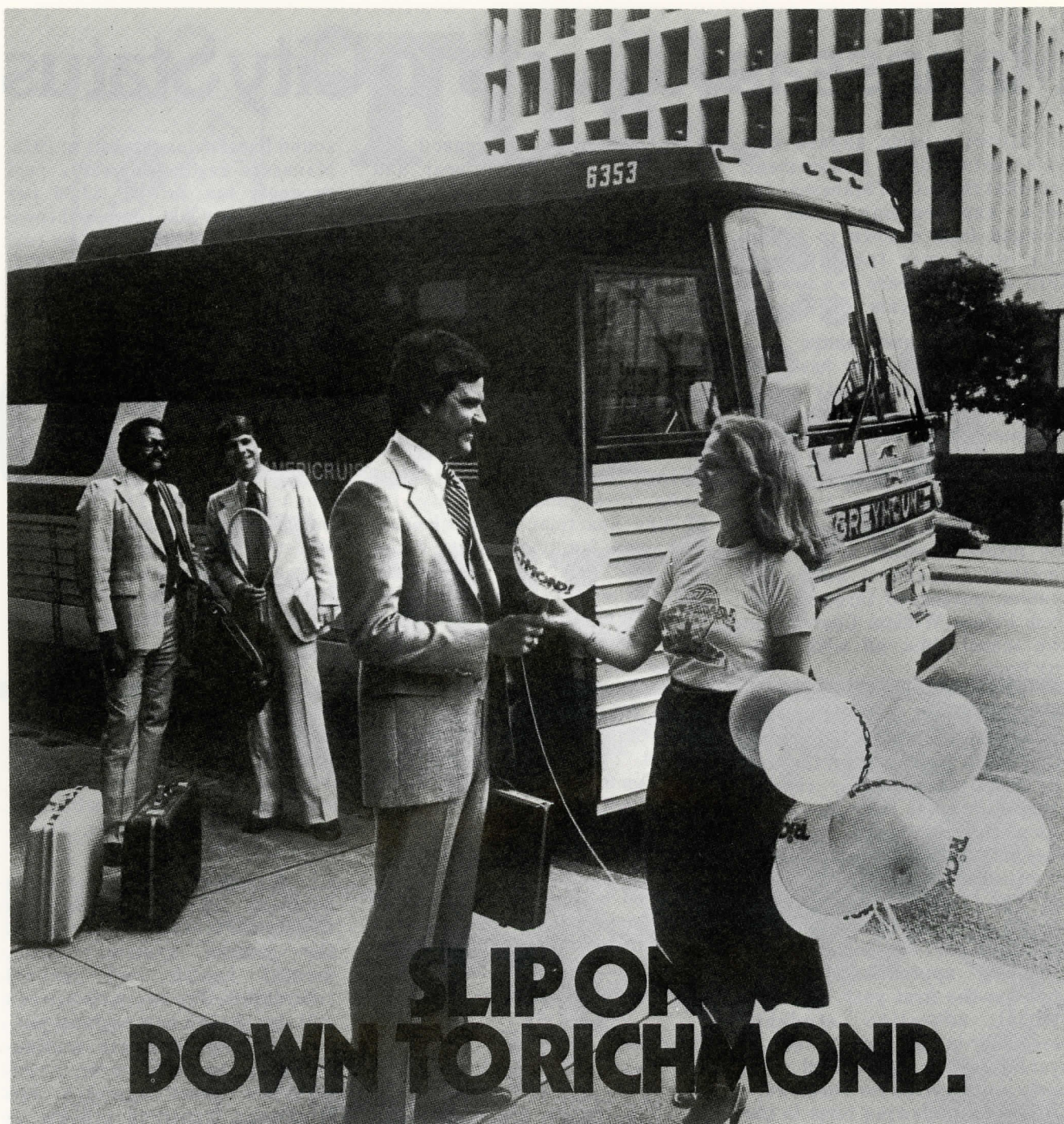
A significant factor in the City's recent development is George Mason University. In 1961, the City of Fairfax purchased and donated 150 acres of land to facilitate the move of GMU from the Bailey's Crossroads area. Over the years, the university has come to exert a new and positive influence that is changing Fairfax into a college town.

Because of its considerable impact upon the area, GMU has become an integral part of Fairfax planning. Last year, a unique committee made up of city government, university and business leaders was formed to enhance community living by pooling the resources of all three elements. Out of this committee has come an intra-City shuttle bus which began operating in August. The bus provides transportation for students commuting between GMU's north and south campuses and offers residents convenient transit between residential and commercial areas of the City.

As Fairfax begins the 1980's, planners are finding the City essentially developed. Undoubtedly, more residents and businesses will continue to place a greater demand on the small amount of land yet undeveloped. However, the principal growth in this decade will take place just outside the City limits. Vacant parcels of land on the City's borders will be taken over by regional shopping centers, office complexes and residential developments.

The focus of community attention, therefore, is shifting from growth issues to providing quality living for its residents. Always regarded as a municipality that provides high quality services, Fairfax will continue to emphasize this important feature of local government.





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Manassas Adjusts to City Status

Growing pains, aligned with conservative fiscal management, are what the City of Manassas has been experiencing since it changed from a town to a city. City status was taken May 1, 1975, after 102 years as a town in Prince William County.

Schools: The Biggest Change

The growing pain has been the establishment of city school facilities. Manassas youngsters continued to be educated in the Prince William County school system for two school years after city status was obtained. During this period, the city, looking to the future creation of its own, smaller, quality education system, purchased three schools from Prince William County and two school sites, all within the city limits.

It was decided, in December 1976, to open the city school system the following fall for all students in kindergarten through the 12th grade rather than a gradual process of elementary followed by secondary students. The only exception was special education students.

The City of Manassas school system officially opened its doors for the 1977-78 school year, educating approximately 2,700 students the first year. Some 50 special education students remained in the county school system for the first school year; however, services for them were offered the following term in the city school program.

Enrollment increased to 3,024 for the second year and 3,492 for the 1979-80 school year. An additional 200 students are projected for the 1980-81 school year. Increasing enrollment is also expected to necessitate the construction of a new high school, possibly to be completed by the fall of 1981.

Population Growth

Attributing to the school enrollment is another growing pain — increased residential units throughout the city including apartments, townhouses and single-family residents. From 1974 to 1977, 634 residential building permits were issued. The city's highest year was 1978 when 649 building permits and 431 occupancy permits for new residences were issued. Last year, 310 building permits and 332 occupancy permits were issued.

Commercial and industrial growth has also occurred with numerous office complexes constructed in city business zones. Downtown Manassas also received a facelift, through new and renovated businesses, and a city-funded underground wiring project. A municipal parking lot has also been built.

Decrease in Tax Rate

Despite these growing pains, there has been an annual decrease in the real estate tax rate because of City Council's

sound fiscal management. In 1975, Manassas residents paid a real property tax rate of \$2.39 per \$100 for their last combined town and county tax bill. The City real estate tax rate was \$1.80 in 1976, followed by \$1.69 in 1977; \$1.49 in 1978; \$1.30 in 1979. Property assessments amounted to a \$371 million tax base for 1980, up over \$72 million in one year.

Manassas continues to operate its own water impoundment, which provides the City's water supply, and a municipal airport. The airport is being expanded with the construction of a second, 54,000-foot runway to ease air traffic flow. At its busiest times, the airport handles 70 takeoffs and landings an hour.

Manassas maintains services provided before city status was taken such as police and street maintenance, as well as supplying electricity (purchased wholesale from Vepco) and sewage treatment (in conjunction with the regional Upper Occoquan Sewer Authority Plant).

Additionally, Manassas contracts with Prince William County for other services such as the judicial system, health, mental health and mental retardation. The two jurisdictions will also share a new regional jail.

Growing pains are continuing in Manassas; however, a conservative fiscal approach has eased the transition process to becoming a city.



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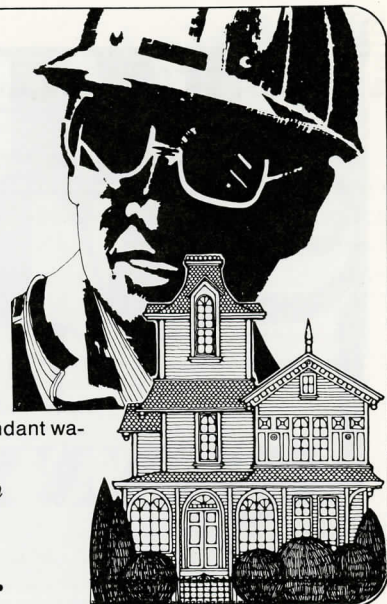
EDUCATION—an excellent educational system including local Community College

TRANSPORTATION—fine municipal airport, easy access to railroad, I-66 and I-95

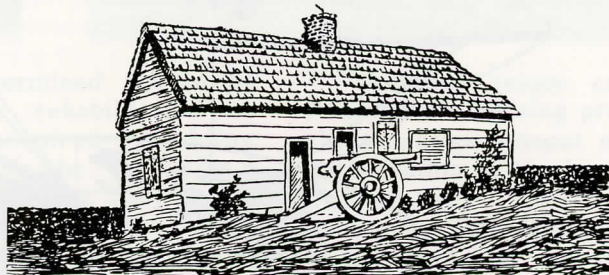
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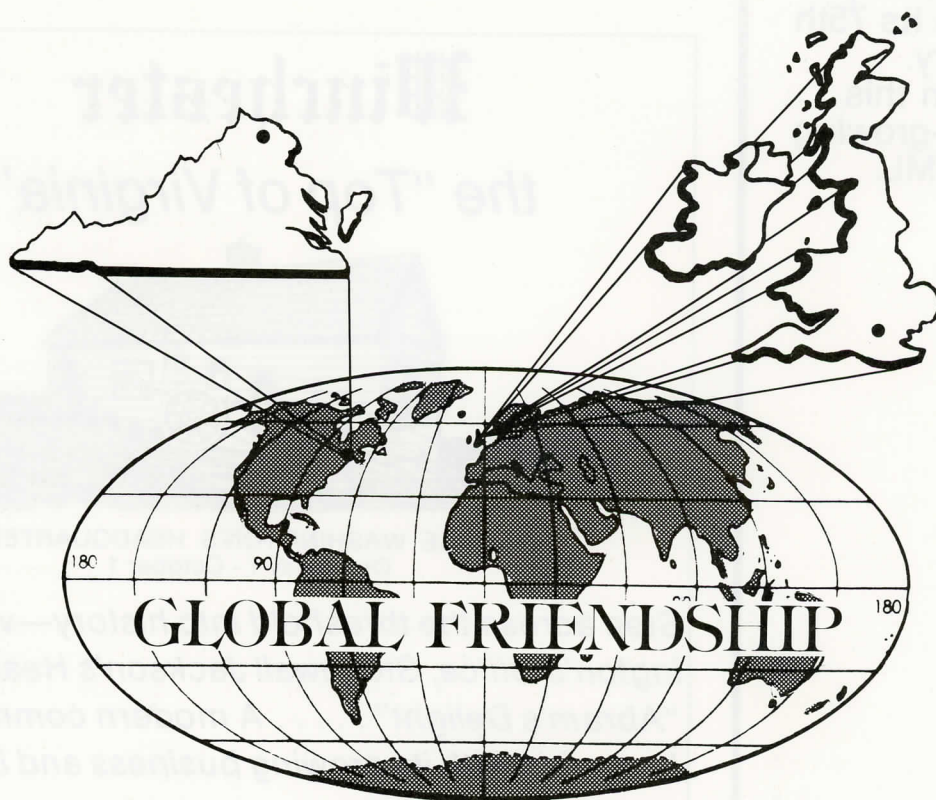
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HISTORIC HERNDON



On January 14, 1879 Herndon received its Charter as a Town. For approximately eight years after incorporating, the Town remained a sleepy little farming village of 4.25 square miles with a railroad passing through the center. Farmers brought milk by wagon to the railroad depot for transportation to Downtown Washington. The economy was agriculturally oriented until the late 1950's when plans for construction of Dulles International Airport were unveiled.

The site for Dulles was located three miles west of Herndon; however, it became obvious that the airport would reshape the future of the Town. Modern technology, improved transportation facilities and expansion of the Federal government created a demand for more housing, retail commercial facilities and service industries in and around Herndon. In 1960 Herndon had a population of 1,960. By 1970 the population had exceeded 4,600, and today it is estimated that the population exceeds 13,000. Even with this growth, the Town has adequate open space to more than double its population. Full development of the open space is expected to occur within the next twenty years.

With the growth that occurred in the 1970's came the problem of providing essential utilities, public facilities and public services. Sound physical, financial and social planning were implemented to meet the challenge of growth and change. As a result of the planning and programming of improvements, the Town has been able to

assimilate the increased population without major adverse economic or long term social effects.

During the era of social unrest in the early 1970's Herndon was caught up in the turmoil. The sudden shock of unrest caused the citizens of the community and Town officials to carry out a community analysis. During the study it became evident because of the rapid growth, recreation programs and facilities had been largely overlooked. Concern over provision of public works type facilities had caused Town officials to forget about the need for leisure time programs.

Good Recreational Facilities

In 1978 the citizens of the community overwhelmingly approved a \$3.5 million bond referendum to provide recreational facilities. Funds from the bond proceeds were used to acquire and develop sites for a golf course, an athletic park and a passive park. In addition, \$280,000 was appropriated from general funds of the Town to supplement the bond proceeds and a grant of \$417,000 was obtained from the Commission of Outdoor Recreation to cover the remainder of acquisition and development costs. The State Department of Highways and Transportation constructed street facilities to the site of the Recreation Complex at a cost of \$44,500.

The golf course was opened to the public in June, 1979 and the clubhouse was completed in March, 1980. Facilities at the Herndon Centennial Municipal Golf Course are reported to be

among the finest in the Washington Metropolitan Area.

The active and passive parks were to be completed by mid-summer, 1980. These parks, as well as the golf course, abut the 43-mile long Hike & Bike Trail Park.

Community Development grant funding amounting to \$750,000 was acquired through Fairfax County, enabling Herndon to open a community recreation center in March, 1979. At the present time \$140,000 in CD funds has been set aside for the construction of a nine and one-half acre park facility at a cost of \$500,000.

The combined total commitment for recreation facilities in the Town during the last four years amounts to \$5.1 million.

For the last ten to fifteen years Herndon has served as a dormitory community in the Greater Washington Metropolitan Area. Much of the employment of its citizens results from Dulles Airport, Federal agencies such as the Pentagon, C.I.A., General Services Administration and agencies serving our central government. Future growth can be expected from selected manufacturing industries and service industry development that will provide a more stable economy for the area.

Herndon is a town with a historic past and a promising future. Sound planning and development assures citizens of a community that provides its citizens with "the good life." Combining the small-town atmosphere with a large metropolitan area gives Herndon's citizens "the best of many worlds."

Vienna—Small Town Lifestyle Remains

The Town of Vienna, although only 15 miles from Washington, D.C., and despite a tenfold population increase in the last 30 years, has retained a sense of community spirit and preserved the traditions and institutions that give Vienna residents the feeling of living in their own "small town."

Vienna covers 4.29 square miles in northeast Fairfax County and has a population of 19,500. It is basically a family town, exhibiting a land use pattern quite different from that of many communities of comparable size. More than 70 percent of the land is occupied by single-family detached homes and over 100 acres are devoted to open-space recreation. The Town's land use policy and the lines that delineate its various zoning classifications have remained stable over the years. This fact tends to assure residents that, notwithstanding the bustling commercial center along Maple Avenue, the quiet lifestyle enjoyed by townspeople whose homes may be only a couple of blocks away from convenient stores and services will not change much over the years.

Town and Business Partnership

The Town's thriving business community has given support and leadership to local civic, service, social and recreational organizations. They have also donated merchandise, services and money to the fundraising efforts of nearly all of the Town's many volunteer groups. The Vienna Chamber of Commerce recently joined with the town government to sponsor an ambitious long-range program to clean up and beautify the town's commercial areas. Funds to purchase trees, shrubs, litter receptacles and other materials for improving the appearance of the business district comes in part from the sale of recyclable aluminum deposited by citizens at the Town's new recycling center.

The ongoing tradition of government and citizens working together has helped Vienna withstand the pressures of rapid development in the surrounding county and maintain the congenial atmosphere of a small town, while still providing urban-type municipal services and innovative programs for community improvement.

Several of these new

programs are in the area of transportation. To help conserve fuel and decrease air pollution, Vienna organized the first home-based car pooling system in the Washington metropolitan area. A local jitney bus system, scheduled to be in operation by summer 1980, will also help citizens save gas and provide convenient low-cost transportation for those without access to an automobile. Vienna residents will also be able to use the Metro subway/rapid rail system when the terminal station just outside the Town limits is completed in the mid-1980s. Many citizens have mixed emotions about the station. Although it will make commuting into Washington much easier, the 3,300 vehicles expected to park at the station daily could greatly increase traffic congestion, noise and air pollution within the town. The Town Council has established a task force of citizens and town officials to study the station's potential impact and to begin planning now to maximize its benefits and deal with any problems it may create.

The Town government works closely with citizens in many other ways. The Vienna Police Department, through the PACT program (Police and Citizens Together), performs many free services aimed at crime prevention, including home security surveys, house checks for residents on vacation, bicycle registration and safety clinics and engraving of valuables. As a result, Vienna's crime rate is quite low and the police reported a 67 percent case closure rate for 1979, the highest in the department's history. (The national closure for 1979 was about 20 percent.)

High Profile of Activity in Vienna

The Vienna Department of Parks and Recreation offers programs second to none in Northern Virginia. Activities center around the Vienna Community Center, built in 1966 entirely through donations from town organizations and private citizens. The Community Center

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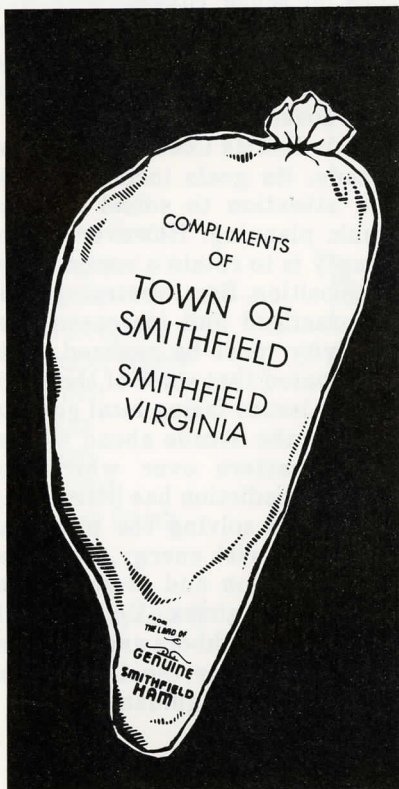
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is used for indoor sports, meetings, classes and special events such as antique shows, plays, concerts and fashion shows. The Community Center also houses the Senior Citizen Lounge, an informal meeting room where senior citizens can gather to play cards, receive information about retirement benefits and other matters of interest, or just chat over a cup of coffee.

While the Town of Vienna offers a good life in the present and plans carefully for the future, it does not forget the past. In 1979, the Town Council approved the creation of the Windover Heights Historic District, a section in Northwest Vienna of homes built around the turn of the century. Many of these homes contain distinctive architectural features and were the sites of historic events or belonged to prominent citizens. Any new construction or major exterior alteration of buildings within the district must be approved by a special review board to ensure that it is in keeping with the old and historic character of the area.

Vienna's townspeople are justifiably proud of their well-balanced community where the qualities of a small-town lifestyle remain.



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Sound Planning and Fiscal Restraint Fairfax County



Fairfax County is pleased to join its neighbor jurisdictions in welcoming members of the Virginia Municipal League to Northern Virginia for the 75th Annual Conference.

To provide visitors with a capsule description of the County, it is a temptation to speak largely in numbers. With over 600,000 residents, Fairfax County is the State's most populous jurisdiction, and it is not surprising to find that the County operates the State's largest school and library systems. Numbers can speak not just of size, but quality and character, too. For example, Fairfax's urban population enjoys 14,000 acres of green, open and play space in 265 County-owned parks. Over 26,000 county citizens contributed 684,397 volunteer hours to the schools alone last year; the work equivalent of 540 full time employees. Numbers also represent, often simultaneously, resources and costs, successes and problems.

Plans for orderly development

Population growth and a wider role for local governments have challenged Fairfax County policy makers and resulted in a growing range of necessary services. Planning for orderly development, preserving a quality environment and improving financial strength are continuing priorities for the community and they will be emphasized in the decade of the 1980s. In the past decade the County population grew by 160,000; in the next ten years a similar increase is estimated so the challenge will continue.

Careful planning for growth is important to the County's environment and its tax base; such planning can minimize costs associated with development of public facilities. In 1975, the County established a comprehensive land use plan which utilizes quantitative analysis to evaluate the impact of development and to assist in the planning of community facilities. Such planning encourages needed economic development to strengthen the tax base of both the County and the State. For example, between 1977 and 1979, employment by base industrial firms in Fairfax County jumped by 14,163 jobs. That hefty 33 percent increase in two years generated over \$229 million in additional annual wages. These wages pay local and State taxes and it is the County's goal to continue this trend.

Fairfax County is proud of receiving national recognition for management innovations which improve services and reduce costs. The County's especially coveted triple A bond rating from both major rating services, earned through sound management practices and a strong financial base, has provided the taxpayers substantial savings in debt service. Another example is a computer program which assists assessors in evaluating real property. The computer retains access to compiled information and reduces routine manual computations. As a result, the assessors have increased productivity, and the accuracy of assessments has improved. This is especially important to a jurisdiction which annually re-

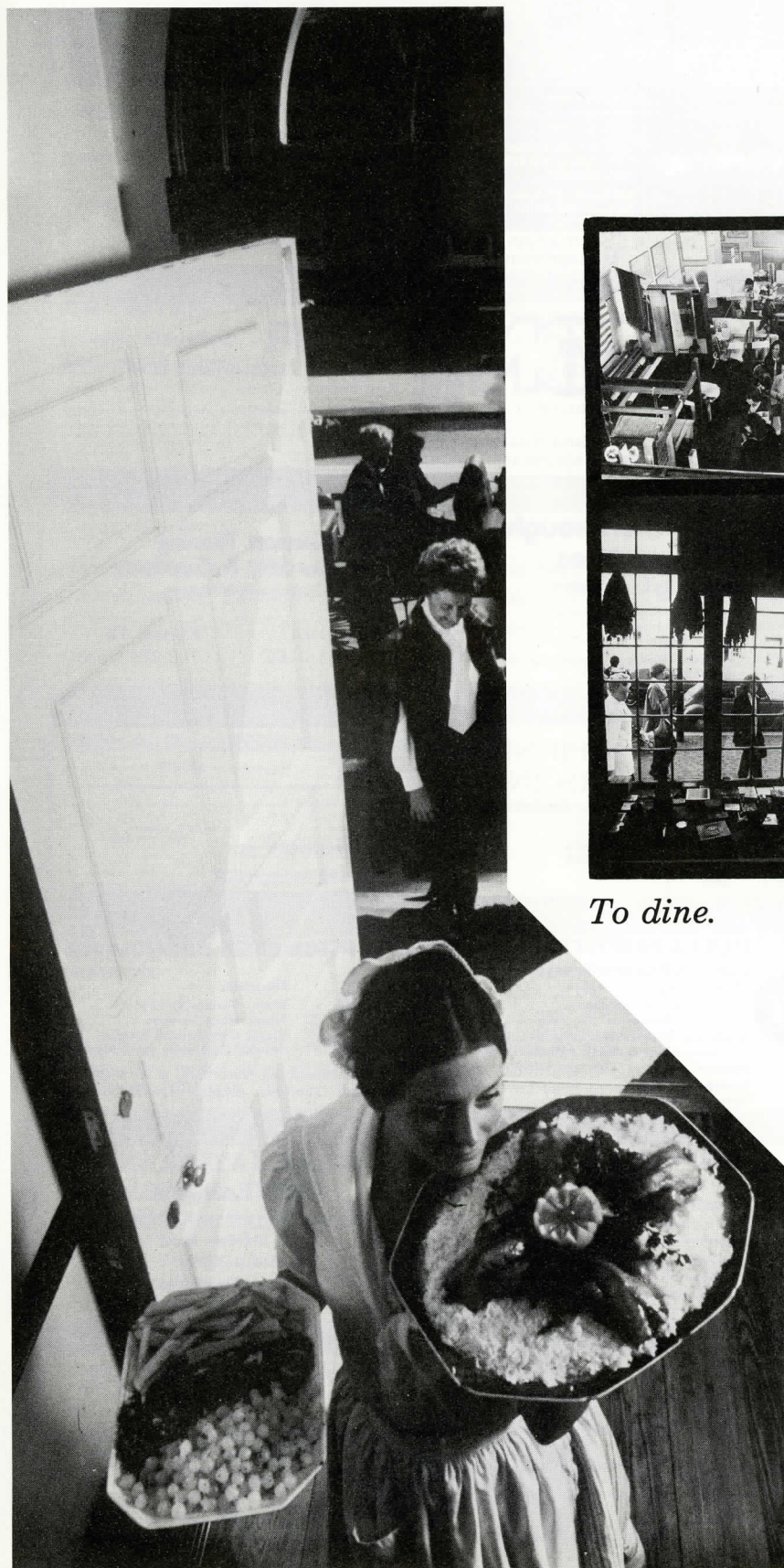
assesses more than 190,000 parcels of land.

Decentralized administration

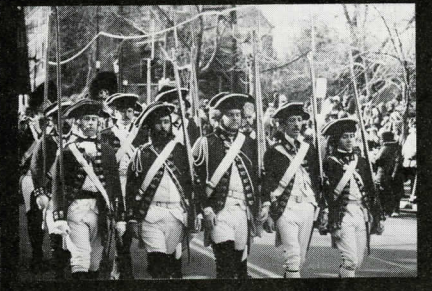
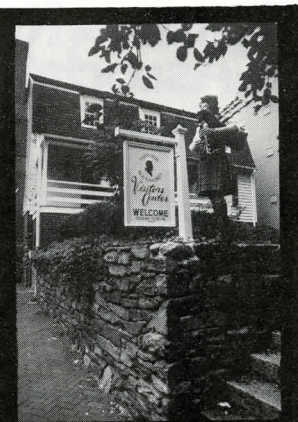
Decentralized administration of County programs is important to efficiently serve residents spread over nearly 400 square miles. Five governmental centers, in addition to the main County complex, provide office space for members of the Board of Supervisors and house those government services best located close to the citizens. The County also provides a full range of human services through three multi-service centers, seven medical and dental clinics, three community mental health centers, five nutrition sites for senior citizens, seventeen libraries and an extensive day care program. Plans currently are being made for the establishment of a sixth governmental center.

As Fairfax County faces a new decade, its goals include continued attention to sound and dynamic planning. However, if the County is to retain a sound financial position, fiscal restraint must be practiced and increased productivity must be realized. It is anticipated that some of the more crucial issues facing local government in the decade ahead will involve matters over which the single jurisdiction has little if any control. In solving the problems associated with energy, pollution, transportation and economic uncertainty, Fairfax County will look to its neighbors and to organizations such as the League for cooperation and guidance.

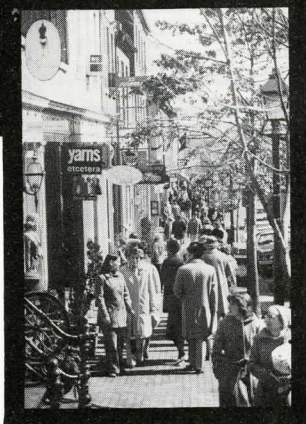
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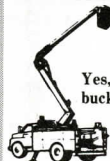


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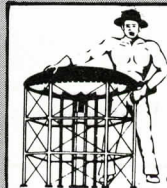
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