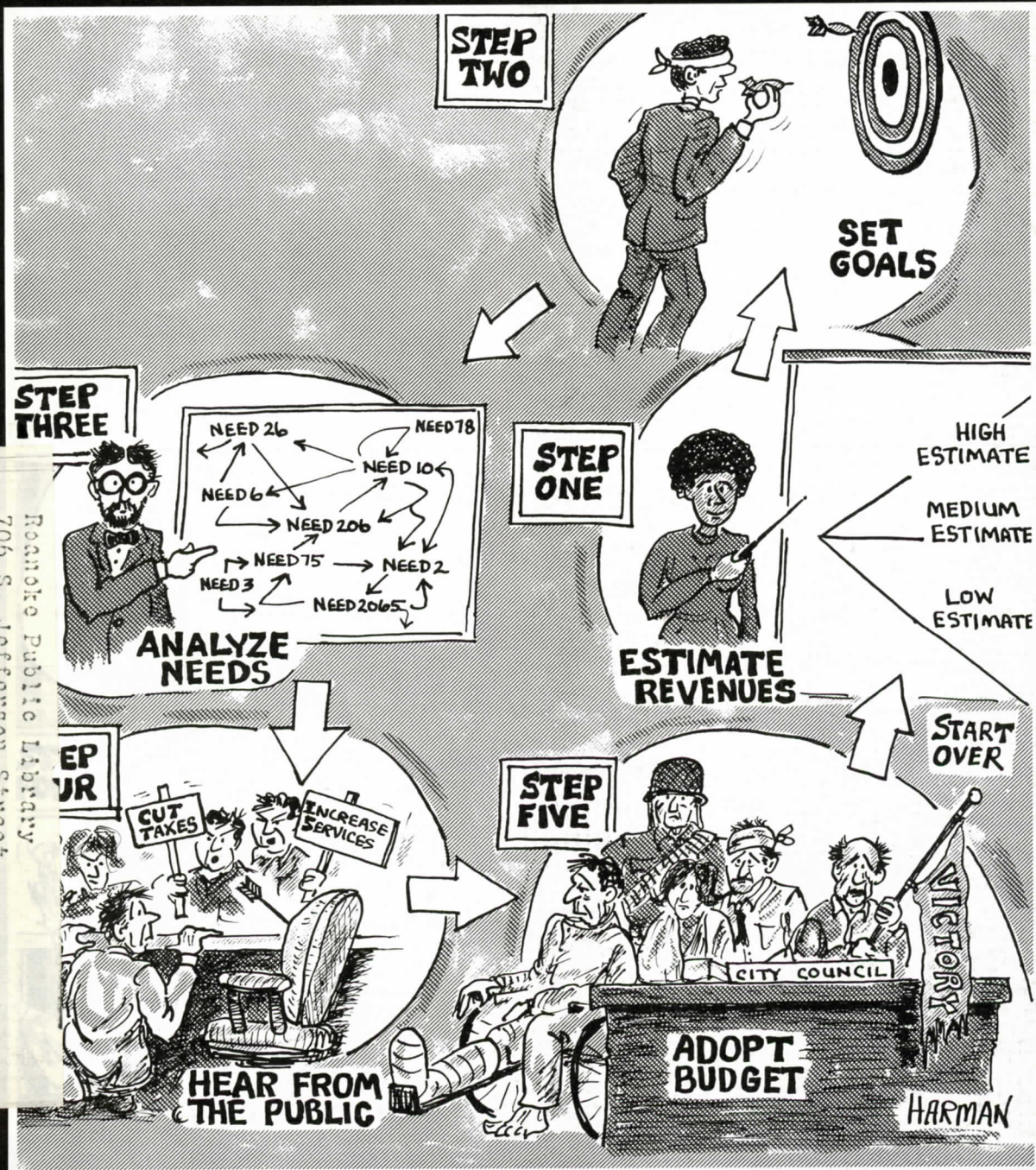


Virginia Town & City

Volume 19
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March 1984



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On the Cover:

Alexandria City Manager and noted cartoonist Douglas Harman makes light of the woes many elected officials face at this time of the year as they tackle their budgets. Inside this issue, two Virginia mayors discuss their successful budgeting tactics.

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Two Speak Out on Budgeting

Meaningful Spending Through Stated Objectives

By Charles L. Duckworth

Chase City is a small rural town in Southside Virginia which boasts a population of about 3,000 and generates something under \$1 million in revenue each year.

When one considers Virginia's billion dollar budget and the multi-million dollar budgets of larger cities in the commonwealth, "something under a million dollars" doesn't sound too impressive and certainly doesn't sound like much of a figure to manage. At best, one might imagine that a budget of under \$1 million could meet only the basic needs of even the smallest community. After a few short months as mayor I learned quite differently.

As a newly-elected mayor some eight years ago, my desire was to see that the few tax dollars received by the town were well spent and that under my administration the taxpayer received full value for every cent he contributed to the coffers. It was also my intent to apply the same sound fiscal principles I had used to build a successful business to managing the town's limited funds and to provide the best in essential services those funds could procure.

Not long after I took the helm as mayor

or I learned three facts critical to the town's financial policy. First, the budget was being managed on a crisis basis. As a crack in the dam appeared at one point, funds were diverted from another point to plug the gap. Second, the town itself had not been given any firm direction, and many expensive "pet projects" had been approved on the whim of one well-meaning elected official or another. Third, I learned that for the most part essential services were being provided in a satisfactory manner, thanks in large to a dedicated work force and several excellent department heads.

With the able assistance of an effective planning commission and the support of a clear thinking town council, several goals were established for the community and soon thereafter a series of objectives was developed to achieve these goals. Armed with clearly defined objectives, the council and I were in a position to give firm guidance to the town's management in terms of spending tax dollars in a meaningful way and directing work effort. In short, management was told to develop funding plans only to meet essential services and achieve stated objectives.

Additionally, management was directed to obtain maximum input on budget development from elected officials, department heads and the citizens. The results of this simple approach have been truly spectacular. In just a few short years more than 50 percent of the town's objectives, which were only dreams in 1978, have become reality. Several of these realities are high cost items such as a new police and fire station, a fully developed industrial park, a handsome new library and a community center which is the pride of the town.

The results are even more spectacular when one considers that the objectives were achieved without resorting to an increase in personal property or real estate taxes and without giving in to the temptation of a large debt level.

To me, the mayor of a small town, the town's budget for each year is far more than the balancing of income and expenditures. The town budget is a critical management tool which must be designed to meet not only the essential needs of the residents but equally important, their aspirations and expectations.

About the Author

Charles L. Duckworth has served as the mayor of Chase City since 1976 and is a standing member of the town's finance committee. He is president and general manager of Southside Furniture Inc. in Chase City and in Victoria, VA. He is also general manager and president of Southside Hardware Inc., C-O Metal Co. Inc., and the Furniture Dock, all of Chase City.

Goals and Objectives for the Town of Chase City, Virginia, 1979-1984

The overall goal of the town of Chase City during the five-year period from 1979-1984 has been to improve the quality of life of all its residents, to increase the population of the town by 500, to reduce property and real taxes and to provide a climate to stimulate commerce within and adjacent to the corporate limits.

To achieve these broad goals a list of 32 objectives was established by the town council. The town has successfully achieved many of these objectives. Following is a list of some of the town's written objectives and their status.

1. The re-routing of state Highway 47 through Chase City. *Completed.*

2. Provide at least two additional town wells and improve the overall water system. *The two wells are completed.*

3. Eliminate substandard, inadequate and abandoned housing. *The town has*

demolished 37 dilapidated houses and continues this ongoing project.

4. Construction of a mental health clinic. *Completed.*

5. Continue to expand the capabilities of local medical services to include enticing additional physicians to Chase City and continued support to the rescue squad. *A medical clinic has been built where two young doctors currently practice.*

6. Expand the existing excellent capabilities of the Chase City Volunteer Fire Department to include the construction of a new fire station. *A new fire and police station has been completed.*

7. Improve and expand the town's recreational facilities to include the re-opening of the municipal swimming pool and the construction of at least five basketball courts to be located throughout Chase City. *Two tennis courts have been constructed thus far in this ongoing project.*

8. Continue to seek state and federal funds to support needed town projects without becoming dependent on outside sources of revenue or losing any degree of independence to outside authority. *Another ongoing objective, more than \$200,000 in grants has been obtained in the last six years.*

9. Construct and support a new and larger library in Chase City. *Completed.*

10. Provide a community center available to all the residents of Chase City. *Completed.*

11. Vigorously seek new light industries. Continue to develop the Chase City Industrial Park. *Two industrial parks are 100 percent complete with water, sewer and highway. One tenant has been secured and the search for others continues.*

12. Eliminate litter and trash from the community. *An ongoing project.*

Crisis or Creative Opportunity

By Elliott L. Shearer

"Get me a one-handed economist!" Harry Truman once demanded. "All my economists say, 'on the one hand . . . , but on the other . . . '"

How many council members make similar declarations to their city managers each year during the budget process? This annual exercise of balancing revenues against expenditures (or vice versa) leaves many council members and administrative staff in a catatonic state, the reason being that too often elected and administrative officials don't really know where they are going, or they try to fulfill too many promises such as no tax increases.

This reminds me of the White Queen who celebrates the glories of jam in Lewis Carroll's famous story, "Alice in Wonderland." The queen promises jam to everyone, only not today. There is jam yesterday and jam tomorrow, but no jam today, a little like the promises elected officials make each year with the budget. Each year they may promise services will remain at the same level with no tax increase, but they end up with jam

all over their faces, unable to deliver or fulfill these promises.

Far too often city councils become entrenched in the "nitty-gritty" of budget preparation. Each year council members and managers begin by looking at what was spent and then deciding how much more can be afforded without ever considering if services could be accomplished more efficiently with less cost or if some expenditure items are merely traditional with no real usefulness. Subsequently, throughout the preparation of the budget too many local elected officials and city managers become bogged down in negotiating or arguing over line item expenditures. Broad goals and objectives are overshadowed, and the primary function of fulfilling and meeting public interests becomes a secondary or passing thought.

Throughout my years on city council I have experienced many of the frustrations of the annual budget process. In recent years, however, I have discovered the key to a successful budget

making process which I would like to share.

Council members must first look at what the city or county is spending and compare that to revenues. This tells you if any additional money is available with which to do more or if you are doing all that is financially possible. If you are doing all you can, then determine whether or not revenues can be increased. At this point, you must accurately recollect any campaign or other promises made to the people in terms of tax increases. Furthermore, look at prevailing economic conditions and the health of the community's citizens and corporate citizens.

If revenue increases are not politically possible or the citizens and businesses cannot afford any type of increase, then consider if revenues are being used appropriately and efficiently or if spending priorities need to be reorganized. At this stage it is important not to look at just the next fiscal year, but to look to the future. Consider what public services will cost two years from now and if your revenues

Continued on page twelve

The Housing and Urban-Rural Recovery Act

"The 1983 act will have strong impact on the program and policy directions for the foreseeable future."

By G. William Thomas Jr.

On Nov. 30, 1983, President Reagan signed into law the Housing and Urban-Rural Recovery Act of 1983 culminating one of the most complex legislative exercises in recent memory.

Housing and Urban Development Secretary Samuel R. Pierce Jr., welcomed the measure as a "significant piece of legislation."

"The legislation enables the Department of Housing and Urban Development (HUD) to meet basic obligations to which we are fully committed—to aid the needy in meeting their shelter needs, to encourage homeownership and to work for strong, healthy communities. Under provisions of this bill we can continue our active pursuit of these goals in a manner that is fiscally responsible without imposing an undue and counter-productive burden on the American taxpayer," stated Pierce.

The 1983 act will have strong impact on the program and policy directions for the foreseeable future. It is a detailed, five-titled piece of legislation covering the following areas: Title I-Community and Neighborhood Development and Conservation; Title II-Housing Assistance Programs; Title III-Rental Housing Rehabilitation and Production Programs; Title IV-Program Amendments and Extensions; and Title V-Rural Housing.

Some significant additions to the programs of HUD and some changes in existing programs are made by this statute. Of particular interest to local governments are the new programs and

changes in the areas of community and economic development and the new rental rehabilitation and development grant program.

Community and Economic Development

The 1983 act reauthorized the Community Development Block Grant (CDBG) Program for three years with some \$3.468 billion for each year. Benefit to low and moderate income persons is clarified in the act as the primary objective of the CDBG program, and over a period of three years each state and unit of local government receiving CDBG funds must certify that not less than 51 percent of funds received are used for this purpose.

The act also defines eligible activities and how certain activities are to be considered to principally benefit low and moderate income families in provisions that apply both to entitlement communities and to small cities receiving funds from either HUD or the state. Under the bill each small city receiving funds must identify its housing and community development needs (including the needs of low and moderate income residents) and the activities designed to meet those needs. Both entitlement communities and small cities must agree also to minimize displacement, to affirmatively further fair housing and to provide citizens the opportunity to assist in development of the grant proposal. Interim instructions have been issued for CDBG recipients.

In addition, various provisions of the act assure that entitlement communities which have lost population according to the 1980 census or lost their classification as central cities will continue as entitlement communities for an additional two years. This could help at least two Virginia cities—Hopewell and Colonial Heights—because the provision permits cities defined as metropolitan in fiscal year 1983 (over 50,000 population or central city of Metropolitan Statistical Areas) to retain the designation as well as the CDBG entitlement for fiscal years 1984 and 1985.

The act also reauthorizes the Urban Development Action Grant (UDAG) Program for three years, funding each year at \$440 million. Unemployment, job lag and surplus labor will be included in the UDAG eligibility criteria for small cities just as the extent of unemployment has been considered for entitlement communities. Through this legislative change an additional number of entitlement communities are now UDAG eligible. Nearly 20 small cities will be added to the list of some 105 UDAG eligible small cities, and 11 small cities previously off the list are now reinstated.

In addition, no small city eligible for a UDAG in fiscal year 1983 will lose its eligibility until it is determined whether it will qualify for assistance when the unemployment, job lag or surplus labor criteria are issued. Through this, 18 Virginia communities will continue to hold eligibility for two quarters after pub-



These homes in the Richmond area are for sale for \$1 under HUD's Urban Homesteading Program whereby the buyer must renovate the home and reside in it for five years.

lication of the new regulations, which is expected by early March.

Under the 1983 act these two worthwhile programs will continue to help cities, towns and communities improve their economies.

In the community development area, HUD's Urban Homesteading Program was reauthorized for two years and funded at \$12 million in 1984 and \$8 million in 1985. Virginia localities participating in this program include Roanoke, Danville, Richmond, Newport News and James City County.

The single-family urban homesteading program has been revised to assure benefits accrue to low and moderate income families whose primary opportunity for homeownership lies with the homesteading program. A significant change is in the period of required occupancy for the homesteader which has been increased to five years before he can receive fee simple title to the property.

A proposed demonstration multi-family urban homesteading program is also contemplated to be of major benefit to lower income families. Funds for the rehabilitation of multi-family properties are expected to be available from the Section 312 rehab program, CDBG, the new rental rehabilitation grants and private resources. By continuing the Section 312 program for 1984 through loan repayments and carryover funds, a set-aside of these funds was established for use with the Urban Home-steading Program. Participating communities may,

at their own descretion, use the remaining 312 loan funds for single—or multi-family rehabilitation.

Rental Rehabilitation and Development Grants

The new rental rehabilitation and development grant program is intended to help bring substandard housing units up to standard and add to the available supply of rental housing. HUD views this program as a major breakthrough in cost effective housing production programs for low income people and is giving high priority to its implementation.

The program provides formula grants to cities for encouraging moderate rehabilitation of housing and consists of two basic components: rental rehabilitation grants and development grants. Rental rehabilitation grants will be provided to local governments and states to aid in the rehabilitation of privately owned rental housing stock. Twelve Virginia communities are tentatively "entitled" to participate in the program. In addition, the state may also administer the program for smaller communities similar to administration of the CDBG program.

The 1983 act authorizes the rental rehabilitation grants for two years at \$150 million for each year. Grants will be distributed on a formula basis to cities, urban counties and states and can be used only in neighborhoods where the median income does not exceed 80 percent of the median income for the area.

Rehabilitation and conservation of ex-

isting housing and neighborhoods continues to be a major emphasis in national housing policy. As stated by Secretary Pierce, "the combination of vouchers and rental rehab will encourage greater use of our existing housing stock."

In order to assure very low income tenants the opportunity to be housed under the rental rehabilitation program, \$242 million is authorized for a demonstration of approximately 15,000 housing vouchers, certificates used to purchase housing. These vouchers will be used primarily to support the rehabilitation program by enabling many very low income tenants to remain in a structure that is improved and to provide housing assistance to those displaced by either the rehabilitation or development program.

This program is considerably less expensive and more highly targeted to those areas where there is a spot shortage of rental housing than earlier production programs. It solves certain objectives to the Section 8 new construction program and provides a front-end subsidy without a long-term government financial commitment to the individual project. The construction program is also highly targeted. In order to qualify for new development grants, communities must demonstrate a severe shortage of rental housing opportunities as measured by objective criteria.

Secretary Pierce views the develop-
Continued on page fourteen

New Manager Directs Richmond HUD Office

G. William Thomas Jr. fills the vacancy left by I. Margaret White as manager of the Department of Housing and Urban Development's Richmond field office. Thomas, 32, is responsible for carrying out the full range of HUD housing and community development programs in most counties and independent cities in Virginia.

Prior to his appointment, he had served since 1981 as the senior assistant for legislation in HUD. In that position he worked as a liaison between HUD and members of Congress on pending and proposed legislation affecting the department. He played a vital role in the design and development of community planning and development and federal enterprise zone legislation.

Thomas' career in housing began in 1974 when he first came to HUD as an assistant for legislative affairs. He remained in that position for three years and received the HUD Award for Special Achievement three consecutive years. He later worked in the department as a community development specialist.

In addition to his federal experience with HUD, Thomas has worked for the Federal Insurance Administration, the United States Senate and the National Aeronautics and Space Administration.

A native of Richmond, while in Virginia he worked for the Division of Legislative Services and the Department of Taxation. He also served as assistant postmaster and postmaster of the Senate.

Thomas attended Randolph-Macon College and received a bachelor's degree in history from Virginia Commonwealth University where he served as president of his class. He holds a master's degree in government and public administration from The George Washington University in Washington, DC. He attended the International School of Law and in 1977 conceptualized the plan and made the initial contacts with the Virginia General Assembly which led to the creation of George Mason University School of Law. In 1981, he received a juris doctor degree from George Mason University.

He is involved in numerous humanitarian and philanthropic activities and is

a charter member of the Prince of Peace Lutheran Church in Richmond. In 1979, 1982 and 1983 he was selected an Outstanding Young Man in America.



-Thomas-

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A screening committee will review all entries and a panel of three judges will select the winners. A key criteria in judging an entry will be the results achieved by the project. Although the entries themselves need not be elaborate, appearance, grammar and writing style will be considered.

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Budget

From page five

will be sufficient to cover that cost. Obviously, costs never remain constant, and two years from now public services will cost more. The economic vitality of the area will determine if revenues will be sufficient to cover costs.

Elected officials have only two options to consider at this point: "Do we increase revenues now to match increases in costs two years from now, or do we decrease services now so revenues will be sufficient in two years?"

Both options have merit. Small increases now will enable the locality to easily meet its obligations in the short-term without a tax increase for several years. On the other hand, the public may accept a decrease in certain public services. For example, instead of refuse collection twice a week, the public may accept once a week collection. In place of repaving a certain number of street miles each year, the public may tolerate current street conditions for a while longer.

While these decisions are important politically, they should not get the elected official caught up in "line item cross examination." During the budget process, council members should not look at each budget line item. Almost every public administration textbook describes the elected/administrative dichotomy, the dichotomy between those who make policy and those who implement policy. The key to making this dichotomy effective lies in one word — trust. Elected officials must trust their manager; there is no middle ground. If you trust your city manager and administrative staff, there is no need to cross examine every line item in the budget.

A quick test to determine if you are scrutinizing each line item is to ask yourself, "Do I know how much is being spent for travel and training?" or "Do I openly ask where is everyone being trained?"

If you are asking these types of questions, are you doing so out of conscientiousness or lack of trust? Should you decide you don't really trust the city manager, then consider a new one. Without trust, no locality can act truly in the interest of the public. We must be open and honest with each other to make government work.

As elected officials we are not experts in the budget process. It is not wrong or uncommon for city council members not to fully understand the budget process. We were not elected because we have

Ph.D.s in public or government administration; we were elected to represent the people. It is not always achievable or even desirable to be an expert in budgeting. The more we know in this area, the greater tendency we have to become involved in administrative responsibility for the budget. City council needs only to look at the service needs of the locality and the ability of the entire community to generate revenues both now and in the future.

How do you do this? First, council must provide the manager with policy guidelines as to how much of a rise or percentage increase in the budget council will accept. Second, advise the manager that you expect that goal to be met.

Should you find you have set a goal the administration shows it cannot meet, talk about how to approach the situation. Is it the budget? Is the goal unrealistic? Or, is there a problem in the council/administration relationship?

In every budget there are uncontrollable costs which may have been overlooked when setting goals. Never forget there are certain expenditures or increases over which the manager has no control.

Perhaps council set the goal too high and projected revenues prevent its achievement. Council must remember at this point not to start scrutinizing each line item to see what can be reduced or cut.

Council should never deal with individual items whether it's the amount of ballfield marking dust, the quantity of toilet paper or the cost of light bulbs. The proper approach is to give the city manager a dollar amount to work with and ask the manager to come back with a budget matching that amount. The manager also should describe any services that have been cut, how they are affected and to what degree.

The manager's role is to bring back a meaningful budget that reflects the non-emotional line items that had to be reduced. I emphasize *non-emotional* line items. Government agencies are notorious for using emotional issues to arrive at the budgets they desire.

Several years ago during federal budget hearings, Sen. William Proxmire of Wisconsin was dismayed at Defense Department expenditures and strongly advised defense officials to revise their budget. Department officials did exactly as they were told by making cuts in food products for both military and civilian personnel. Significant cost savings

were projected through the use of non-dairy as opposed to bona fide dairy products. When Sen. Proxmire, who represents the Dairy State, realized the impact of the Defense Department's cuts on his state's principal industry, the budget became a highly emotional issue.

Cutting budgets of programs that involve highly emotional issues does nothing more than cause conflict and retard a meaningful budget process. It is usually a symptom of a less than desirable council/manager relationship.

Council must give direction or policy guidelines to the manager and do so in a clear and concise manner. Then it becomes incumbent on the manager to deliver to council that which is asked for. This back and forth communication is essential to insure that elected and appointed officials know exactly what is expected and where the entire process is going.

Trust and communication should receive the highest priority among the ingredients essential for successful budgeting. While trust must be earned, open communication must be continually nurtured. The legacy of each budget year should be a strengthening of trust between council and manager and a higher level of communication.

There is no question that the budget process can be frustrating and exasperating. Public policy is never self-executing, and those of us who make policy do not implement it. Budgeting is and must be a shared process whereby council and manager work together in a manner that promotes trust and open communication. The budget, in effect, transforms policies into realities, and when all is said and done, the public, whom we were elected to represent, will benefit immeasurably and will realize that government does, in fact, work.

About the Author

Elliott L. Shearer is completing his third term as mayor of Lynchburg. He has served on the Lynchburg City Council for eight years and has been a part of the city's finance committee since his election. He has also served on the National League of Cities Finance, Administration and Intergovernmental Relations (FAIR) Committee and the finance committee of the U.S. Conference of Mayors. He is a graduate of the Medical College of Virginia and a Lynchburg dentist.

VML Publishes Water, Sewer Rates

The Virginia Municipal League recently completed publishing its survey of water and sewer rates in Virginia localities. The 89-page report, bearing the title "1983 Water and Sewer Rates in Virginia Cities, Towns and Urban Counties," continues a series of reports on water and sewer rates published every other year by VML.

The report is presented in a uniform manner, as it has been for the past several years, to facilitate easy comparisons among localities. Included are various water and sewer charges, fees, rates and billing methods for cities, counties, towns and sanitary districts.

Copies have been mailed to each VML member locality. Additional copies may be purchased by member localities for \$7.50 each. Non-members may purchase the report for \$15. To order, send a check payable to VML to: Water and Sewer Rates, VML, P.O. Box 753, Richmond, VA 23206, or for more information, call (804) 649-8471.

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VML Joins LOGIN

With the arrival of a new Whisper Writer desktop teleprinter and the connection of a new telephone line, the Virginia Municipal League has become

part of the Local Government Information Network (LOGIN).

LOGIN is a nationwide computer network accessing a vast information base coordinated by the National League of Cities and Control Data Corp. It is the first computer-based information exchange geared toward meeting the specific needs of local governments.

LOGIN provides VML not only with access to a vast library of information from more than 1,400 localities, but also with a means of communicating with other localities. The network allows actual "discussions" with colleagues throughout the United States.

Entries to the information base originate from other LOGIN subscribers, other national organizations such as the International City Management Association, various federal government agencies and trained consultants at Data Control. More than 18,000 units of information have been entered in the computer base thus far.

Meeting to Focus On Downtown Rehab

The Annual Virginia Chapter-American Planning Association/Virginia Citizens Planning Association 1984 Meet-

ing will be held April 29-May 1 at the Omni International in Norfolk.

The emphasis of this year's meeting will be downtown redevelopment in Virginia's cities and towns. Programs include mobile and walking tours of downtown Portsmouth and Franklin as well as of the host city Norfolk. Admiral Harry Train II and Secretary of Commerce and Resources Betty J. Diener will head the list of speakers.

For more information, contact Sallie Cross at (804) 441-2941.

VT&C Faux Pas

There are 40 members of the Virginia Senate, not 50 as mentioned in the January issue of Virginia Town & City. In the same issue, the correct term of office for members of the Virginia House of Delegates is two years. Current delegates will serve from Jan. 11, 1984 to Jan. 8, 1986.

In the February issue, George T. Snyder Jr. is the correct spelling for Fairfax's new mayor's name. He was pictured in the "People" column on page five.



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From page seven

ment grant as a highly targeted program to make possible new construction and substantial rehabilitation in localities with a severe shortage of rental housing opportunities, especially for low income families. The grants will be made on a competitive basis and project assistance is limited to 40 percent of the cost of development which may be used for grants, loans, interest subsidies or other types of assistance. Project owners will be required to make at least 20 percent of their units available to and affordable by low income families over a 20-year period.

In selecting grantees, the secretary of HUD will give priority to proposals exceeding this requirement and located in areas where long waiting lists and difficulties in finding suitable units for housing assistance exist.

Private investment is encouraged by stipulating that projects with a greater proportion of private funds will be viewed more favorably.

The development grants will be used to subsidize the cost of new construction and substantial rehabilitation. The 1983 act authorizes this program for two years at \$200 million for 1984 and \$115 million for 1985. HUD is working toward development of regulations for implementation this year.

In the meantime, on November 10, 1983, HUD advertised for the selection of participants for the third round of the rental rehabilitation demonstration program. Some five Virginia communities—Lynchburg, Norfolk, Danville, Petersburg and Richmond—are participating through the second round and this experience should help prepare these localities and others for this new program.

Conclusion

State and local governments have a lot to look forward to as the new Housing and Urban-Rural Recovery Act of 1983 is implemented. Secretary Pierce and the whole HUD team are excited about this legislation, having worked long and hard for a number of the positive features contained in this first authorization bill since 1981. HUD looks forward to implementing this bill in the interest of all Americans. For more information contact the Richmond HUD office.

About the Author

G. William Thomas Jr. is the new manager of the Richmond office of the Department of Housing and Urban Development. Prior to his appointment Jan. 16, 1984, he had served since April 1981 as the senior assistant for legislation for HUD in Washington, DC.

People

Pearisburg Hires New Manager

John R. Strutner replaces A. Lee Galloway as the town manager of Pearisburg. Strutner comes to Pearisburg from Dublin, OH, where he has served as assistant manager since 1980. Prior to his appointment as assistant manager, he worked as administrative assistant to Dublin's village administrator and as administrative assistant to the city manager of Portage, MI.

Strutner holds a bachelor's degree in government from the University of Ohio and a master's degree in public administration from Ohio State University. He is a member of the International City Management Association, the Ohio City Management Association and the American Society for Public Administration.

Colonial Heights Manager Retires

Byron E. Haner, manager of Colonial Heights, retired Feb. 29. He had served as the city's manager twice, once in 1972 and again from January 1978 through his retirement.

He is a graduate of Virginia Polytechnic Institute with a master's in architecture. Following retirement from the Air Force in 1967 he became the assistant city manager of Roanoke working under Julian Hirst. He worked as the manager of Colonial Heights for a year in 1972 and then returned to Roanoke as manager in 1973. After five years in Roanoke he returned to Colonial Heights.

Haner has been active in the Virginia Municipal League since 1967 and also has been an active member of the Virginia Section, International City Management Association. He will continue to reside in Colonial Heights following his retirement.

Fire Chiefs Retire

Chiefs Walter A. Stickel Jr. and **Alfred A. Savia**, the immediate past president and president of the State Fire Chiefs Association of Virginia respectively, have both recently retired.

Chief Stickel of Henrico County Division of Fire retired Dec. 30 after 30 years of service in the division. Stickel, a

native of Ohio, was hired by the division in 1953 as a fire lieutenant. He was promoted to captain in 1956 and to fire battalion chief in 1962. In May 1967 he became deputy chief of fire prevention. He was appointed acting chief of the division in May 1971 and later that same year he became chief. Prior to joining the fire service, Chief Stickel served in the Navy. He served as president of the State Fire Chief Association of Virginia in 1982-83.

Chief **Alfred A. Savia**, first deputy chief of Fairfax County Fire and Rescue Department, also retired in December. Savia is the current president of the State Fire Chiefs Association of Virginia. He has worked in fire services for more than 28 years starting as a fire inspector in 1955. He has served as an assistant fire marshal, a fire marshal, an arson investigator and a chief arson investigator. In 1971 he was appointed deputy director. He was born and raised in Vienna and also served as assistant chief of the Vienna Volunteer Fire Department. He currently resides in Oakton.

Former Mayor, Council Member Die

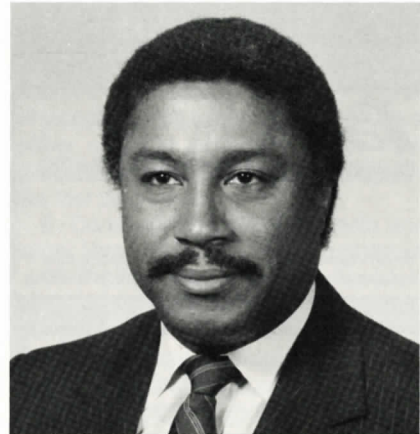
Lacy Lyons Trinkle, mayor of Dublin for 12 years, has died at the age of 94. A graduate of Virginia Military Institute, Trinkle served on the Dublin Town Council for eight years prior to becoming mayor.

He was resident engineer for what is now Appalachian Power Co. during the construction of the Claytor Lake Dam. He later became president of Trinkle & Dobyns, a general contracting firm. He also was president of the Bank of Dublin in the early 1960s.

Ralph Leon Groseclose Sr., a former member of the Wytheville Town Council, died recently of a heart attack. He was 55.

Groseclose had been president of the Wytheville Merchants Association and Credit Bureau. He also was president of Hobart N. Grubb Inc.

Send your "people news" to Virginia Town & City, P.O. Box 753, Richmond, VA 23206.



-Stith-

Stith Fills Post In Chesterfield

Millard D. (Pete) Stith Jr. is Chesterfield County's new executive assistant for staff coordination and intergovernmental affairs.

Stith has been active in local and state government since 1972. He was a commonwealth intern in the office of Gov. Linwood Holton, has worked in the Division of State Planning and Community Affairs, was executive director of the Charles City/New Kent Community Action Agency and served as executive director of the state Office of Housing. Prior to his appointment, he was senior vice president of Jobs for Virginia Graduates Inc. in Richmond.

Stith holds a bachelor's degree in political science from Norfolk State University and attended the Marshall Wythe School of Law at the College of William and Mary.

Richmond Finance Director Retires

H. Jack Lissenden has retired after 10 years as finance director for the city of Richmond. Lissenden, a CPA, had worked in the private sector and served one year as the city's auditor before becoming finance director. He is a past president of the Virginia Municipal Finance Officers Association and has served as a vice chairman of the MFOA Committee on Governmental Debt and Fiscal Policy. This year he chaired the committee's task force on bond registration. Lissenden will remain in Richmond where he is a government finance consultant.

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