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Prepared by

International City/County Management Association (ICMA)

**Recommendations for
Improving the
Municipal Capabilities in
Mbabane, Swaziland**

June 1994

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for:

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**The views herein are those of the author and do not necessarily represent those of the
United States Agency for International Development**

PREFACE

This report presents findings and recommendations from the consultant of the International City/County Management Association (ICMA), to the United States Agency for International Development concerning the strengthening of the municipal government of the City of Mbabane, Swaziland.

The report has been prepared by Larry L. Rice of Rice and Associates, Elgin, Illinois, and results from a five week residency in the City of Mbabane from May 16 to June 18, 1994, during which the consultant worked with:

**Gideon Mhlongo, City Engineer and Acting City Clerk of Mbabane
J.V. Kunene, Acting Clerk to the Council
Martina Groening, City Treasurer
William Ndlela, Acting Chief Health Inspector
Hon. John Carmichael, Minister, Ministry of Housing and Urban Development
Mbuso Dlamini, Principal Secretary, Ministry of Housing and Urban
Development (MHUD) Kingdom of Swaziland
Terry Parker, Director of Urban Government, Swaziland Ministry of HUD**

and with Director Valerie L. Dickson-Horton and the other in-country staff of U.S.A.I.D., Swaziland. Numerous other interviews were held with national and municipal officials as well. The preliminary findings were discussed with Jack Royer, Program Officer, and Edward Baker, U.S.A.I.D. Office Director. Regardless, the opinions and recommendations contained herein are solely those of the consultant.

Additionally, this consultant conducted a half day workshop on June 15 for the managers and their supervisory staffs from the two cities, three towns and the Ministry of HUD to review the basis of council-manager government, municipal management practices, strategic planning and programming, and issues to expect when the newly elected city councils take office later this year.. This workshop with 18 participants representing the total municipal leadership of Swaziland was probably the most valuable and lasting contribution of the entire assignment.

As noted later in this report, a number of previous excellent studies have been conducted for the City of Mbabane. This consultant's assignment was not to simply repeat that process once again. Instead, the representatives of both U.S.A.I.D. and the Swaziland Ministry of HUD asked for a hands-on analysis of what were the problems and how could they be solved. Taking that cue, the consultant worked directly with the available city staff during the five week visit, and suggested a number of procedural and organizational changes, some of which are now in place.

Unfortunately, however, the new city manager for Mbabane has not yet been hired and the city council elections will not be held until later in 1994. The policy and administrative mechanisms are therefore not yet in place to ensure lasting progress. It is apparent that continuing oversight at the hands-on level is needed to keep the process moving and bring the city government to full function. This consultant hopes that strategy is implemented.

STRENGTHENING MBABANE CITY GOVERNMENT

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I. EXECUTIVE SUMMARY

A. INTRODUCTION

As the Kingdom of Swaziland moves forward with democratization and economic development, essential to that task is the evolution of elected leaders at the parliamentary level who are comfortable with public policy procedures. This leadership does not evolve in a vacuum—but rather emerges from practical experience in the give and take of the legislative process.

Typically in western nations these policy leaders come from—and get their leavening in—local government. Thus, it is important that the cities and towns of Swaziland provide the training ground for the next generation of national leaders. The impending municipal elections scheduled later this year are the first step in that important process. But the local leadership will only emerge if the most talented citizens of each community are attracted to serve as elected city councilors (with their successors-to-be serving as appointed advisory commissions members).

And these leaders will not be drawn to serve their fellow citizens if their responsibilities are not relevant and important. City council members under the current appointive system express frustration at the lack of municipal authority, the Central Government expresses frustration at the lack of local fiscal accountability, and the city staff does the best it can in a deteriorating situation. In counseling terms, the Central Government and City of Mbabane are trapped in an unhealthy co-dependency, in which the Central Government closely supervises the city's revenues because the city can't manage its budget because the Central Government controls it's revenues.

So the Central Government should transfer real responsibility and authority for decision making to the local governments. This can only be done if the maximum financial autonomy is available for the cities and towns to stand on their own. This report therefore includes recommendations to increase local revenue authority, along with weaning the cities from financial and policy dependency on MHUD.

Although this report refers to city manager and clerk interchangeably, it is recommended that the official designation be city (or town) manager as formal recognition of the form of government. This recommendation has previously been made by the DEVCO consultants.

B. RECOMMENDATIONS

In 1992 DEVCO Technical & Management Services, in association with KPMG Management Consulting provided the Ministry of Housing and Urban Development under contract an *Urban Infrastructure Project Review of Township Administration and Town*

Councils report. That excellent report in three volumes provided a large number of recommendations, some of which have been implemented. But most have not been because of the unsettled political and managerial situation since that time. Other consulting reports both prior and subsequent to DEVCO have also been submitted, generally repeating the same advice.

This consultant agrees with most of the recommendations contained in these reports. His assignment, in fact, has been not so much to prepare yet another report of what the City of Mbabane (and by inference Manzini and the other three newly designated manager towns) should do—but rather to help Mbabane actually begin to do it. So during his short stay in the city the consultant has spent most of his time and effort working directly with the departmental managers. In particular, because of the current financial crisis of the city government the consultant has developed several interim financial software spreadsheets to enable the Treasurer (Finance Director) to keep current.

This written report focuses on three areas of concern expressed by U.S.A.I.D. and MHUD. The first (Governance) involves the upcoming municipal elections and the resulting relationships between the city and Central Government, the council and the new city manager, and the capacity of each to govern. The second area (Operations and Organization) involves procedural and structural changes in the city organization—a great number of which have previously been recommended by others. They still need to be done.

Third (Finance and Revenue Enhancement) and most immediate, has been the need to stop the bleeding. The financial condition of the city is critical and deteriorating. Most of the time here has been spent working with the staff on immediate emergency measures and planning the purchase of a comprehensive management information system to put the city government in control of its operations.

The following are the specific recommendations of the report.

Governance

1. *Discontinuance of City Council Management Committee*
2. *Establishment of Citizen Advisory Commissions*
3. *Development of Neighborhood Associations*
4. *Training Programs for Newly Elected Council and Commissions members*
5. *Supervisory Training for Municipal Staffs*
6. *Implementation of Overseas "Twinning" for Managers and Department Heads*
7. *Empowerment of Cities by MHUD to Become Independent & Self Sufficient*
8. *Empowerment of Cities by MHUD to Raise Their Own Revenues*
9. *Enactment of Statutory Revenue Sharing*
10. *Formalization of Council-Manager Government*

11. *Reallocation of Responsibilities Among the Central Government, Cities and Towns, and Other Governmental Agencies*
12. *Emergency Medical Service (EMS) Assignment to Fire Department*
13. *Establishment of Local Government Association*

Operations and Organization

1. *Renaming of Management Positions*
2. *Assumption of ownership and operation of the water distribution system*
3. *Assumption of ownership and operation of the sewerage collection system*
4. *Implementation of Comprehensive Personnel Program*
5. *Permanent Staffing of Planning Office*
6. *Establishment of Community Service Officers (CSO's)*
7. *Establishment of Separate Parks & Recreation Department*
8. *Establishment of Economic Development Program*
9. *Implementation of Public Information Program*
10. *Establishment of Performance Management and Program Reporting*
11. *Maintenance of Closer Coordination with Other Governmental Agencies*

Finance

1. *Approval by MHUD of Mbabane 1994-95 Budget*
2. *Immediate Interim Computerization*
3. *Immediate Issuance and Enforcement of Rates Notices*
4. *Interim Continuation of Credit Support by Central Government*
5. *Implementation of Integrated Management Information System (Computer)*
6. *Voicemail, Cellular and Fibre Optic Communications*
7. *Creation of Equipment Replacement Fund*
8. *Establishment of Program Budgeting Process*
9. *Timely In-House Issuance of Monthly Financial Reports*
10. *Establishment of Capital Budget*
11. *Implementation of Strategic Planning Process*

Revenue Enhancement

1. *Phase-in of Vehicle Fuel Tax to Support Transportation System*
2. *User Fees Increase to Reflect Actual Costs*
3. *Consideration of Contracting Specific Direct Fee Services*
4. *Conversion of Portion of Property Rates to Capital Budget*
5. *Assurance (based on Statutory Formula) of Rate and Subvention Payments by Central Government*

It should be noted that as cities grow, they can finally reach a point when population, urban density, the proportion of poor, infrastructure deterioration, management quality, and other factors combine to begin reversing the efficiency curve and driving the unit costs of city services up dramatically. Based on the above factors and the current demographic, AIDS, homeless, and immigration statistics—Mbabane (and Manzini) are nearing that time when service costs will begin to escalate and when municipal creativity and the ability to move quickly to meet crises will be necessary.

The City must therefore develop its capacity both to react and pro-act through in-service training, institutional capacity building, and long range strategic planning. It is currently unable to do so, and time is short. The surrounding hillsides are inhabited with immigrants from rural areas and other African countries. The latest statistics project a doubling of the city's population in the next 10 to 15 years. This consultant believes the population will double at least once more in the following decades as the Kingdom becomes predominately urban.

Some medical workers in the local clinics believe 15 to 20% of the population is HIV positive—in a country with Southern Africa's highest birth rate (44 per 1,000). Street people are evident. The water and sewer systems are not adequately maintained. And accurate timely management information is not available. All of which signal that the City will face mounting urban service challenges in the near future and must prepare to respond.

The above recommendations are too numerous to accomplish at once, and both prioritizing and phasing are necessary to provide a smooth progression of improvements. The following is a suggested sequence of projects:

YEAR 1

City(ies)

Immediate Issuance and Enforcement of Rates Notices
Immediate Interim Computerization
Timely In-House Issuance of Monthly Financial Reports
Discontinuance of City Council Management Committee
Begin Implementation of Integrated Management Information System (Computer)
Establishment of Performance Management and Program Reporting
Renaming of Management Positions
Implementation of Strategic Planning Process

Central Government

Interim Continuation of Credit Support by Central Government
Approval by MHUD of Mbabane 1994-95 Budget

*Discontinuance of City Council Management Committee
Assurance (based on Statutory Formula) of Rate and Subvention Payments by
Central Government
Formalization of Council-Manager Government*

YEAR 2

City(ies)

*Supervisory Training for Municipal Staffs
Training Programs for Newly Elected Council and Commissions members
Implementation of Comprehensive Personnel Program
Establishment of Community Service Officers (CSO's)
Permanent Staffing of Planning Office
Establishment of Local Government Association
Development of Neighborhood Associations*

Central Government

*Enactment of Statutory Revenue Sharing
Implementation of Overseas "Twinning" for Managers and Department Heads
Empowerment of Cities by MHUD to Become Independent & Self Sufficient
Empowerment of Cities by MHUD to Raise Their Own Revenues
Emergency Medical Service (EMS) Assignment to Fire Department
Reallocation of Responsibilities Among the Central Government, Cities and
Towns, and Other Governmental Agencies*

OUT YEARS

City(ies)

*User Fees Increase to Reflect Actual Costs
Consideration of Contracting Specific Direct Fee Services
Conversion of Portion of Property Rates to Capital Budget
Voicemail, Cellular and Fibre Optic Communications
Creation of Equipment Replacement Fund
Establishment of Program Budgeting Process
Establishment of Capital Budget
Establishment of Separate Parks & Recreation Department
Establishment of Economic Development Program
Establishment of Citizen Advisory Commissions
Implementation of Public Information Program
Maintenance of Closer Coordination with Other Governmental Agencies*

Central Government

Phase-in of Vehicle Fuel Tax to Support Transportation System

Assumption of ownership and operation of the water distribution system

Assumption of ownership and operation of the sewerage collection system

The above priority listing provides for beginning the most immediately do-able activities in the first year, with those more time consuming or less critical items in the second year, and the remainder in year three. It is understood that some actions will necessarily be delayed into subsequent periods.

II. GOVERNANCE

The advent of an elected city council will inevitably result in increased expectation of municipal services—and a subsequent unacceptance of the status quo. Hence, the city government of Mbabane must expect to perform to, and be judged by, a higher standard of service. It is to this end that the consultant has been asked to make recommendations on the strengthening of Mbabane's city government.

As previously mentioned, this rising demand will be accompanied by increased challenges to an organization unprepared to move quickly and pro-actively. The past reactive practice of increased "command and control" from the Central Government will only exacerbate the problem and delay the maturation of the city government. The Central Government should provide "tough love" and encourage municipal self-sufficiency now before the service requirements of the city increase further.

Recommendation No. 1: *Discontinuance of City Council Management Committee*

The currently structured Mbabane City Council of 15 members has a standing five (5) member Management Committee which meets each two weeks to deal with city issues before they go to the monthly City Council meeting. The result is a two-tier system of policy making which severely diminishes the role of the whole City Council. The consultant strongly recommends the law governing the new city councils not allow for management committees, but instead require each city to utilize the manager and his department directors in their proper role of providing accurate and complete staff work to the whole council for full policy discussion and decision.

Council-manager government works best when all members of council fully understand and equally determine public policy. The current appointive council process allows for some members to be more knowledgeable and involved than others. But later this year when most are directly elected by their neighbors—and must become fully accountable for their decisions—then all should be equally involved in the decision-making process. That will best occur if all members have full access to the information in the same form at the same time from the manager and management team. The full council can then have public discussion and, after all members' questions are answered—render a decision.

For the same reasons, the consultant recommends against other standing committees (finance, works, personnel, etc.). The manager is responsible for providing complete staff work to the council, and members should not be satisfied until they have as much information as they need to make a decision. If some members have less information than the others, the quality of the final decision suffers.

Recommendation No. 2: *Establishment of Citizen Advisory Commissions*

It is recommended the City Council establish one or more citizen advisory commissions, whose purpose will be to recommend policy to the Council and carry out selected functions and activities for the Council. Appointees are community citizens who have offered or consented to serve the city government as volunteers. They serve for fixed overlapping terms and often are prohibited from reappointment.

For example, in a typical city there will be a Planning Commission which is responsible for holding public hearings on proposed re-zonings, new subdivisions, and other private sector proposals—then making recommendations to the Council on approval and conditions. These recommendations from the Planning Commission are advisory, but the purpose is to provide a public forum for applicants to present and defend proposals, with adjacent property owners and the general public invited to ask questions and have opportunity to comment.

Only after the issue has been fully discussed and questions answered does the Planning Commission take a recommending vote and send the proposal on to the City Council. The Council then has the advantage of reviewing the written record with all the appropriate information and comments from the community as it hears the applicant's proposal. This process allows the City Council to be more effective in its work and provides maximum community input. It also gives the Council the best technical advice which it must then blend with political realities to determine public policy.

The Planning Commission typically also works on behalf of the Council to develop long range plans for the community, holding public hearings on these plans before they finally go to the council for review and action. In all cases the Council's decision is final; the role of the Commission is to review and develop information for policy decisions.

Other advisory commissions might include a Park and Recreation board to work with the city staff in developing youth or senior citizens programs and promoting community volunteers to clean and maintain park sites, a Cultural and Heritage Commission to assist the council in promoting Mbabane's history and culture, etc. Advisory commissions are a valuable resource to the Council to refine proposals, develop citizen participation, and they serve as a training ground for future city council members. Exhibit A lists several excellent how-to publications for municipal citizens commissions.

Recommendation No. 3: *Development of Neighborhood Associations*

Just as advisory commissions assist the City Council with its responsibilities, neighborhood associations help local residents to work on problems in their own areas. These associations have no legal or political authority, simply providing a process for working on such neighborhood issues as property maintenance, nuisances, block parties, and other matters of common interest. For example, the City can provide large refuse containers for rubbish if

the neighborhood association sponsors an annual cleanup day by the residents. The City Council may meet periodically with association representatives to hear their concerns about the streets, refuse collection, park maintenance, codes enforcement, etc. Such associations encompass much smaller areas than the council districts, and provide the most direct and responsive democratic process.

Recommendation No. 4: *Training Programs for Newly Elected Council and Commissions Members*

The process of local government elections will be a new experience for the next Mbabane City Council, and it is recommended the Council avail itself of a wealth of information and training materials prepared by the International City/County Management Association (ICMA) for newly elected council members. This material has been recently purchased by the Ministry of Housing and Urban Development for use by the new city councils from all the cities and towns, and will be available when these new officials take office.

It is suggested that in addition to using the written materials, the council members from the cities and towns attend joint workshops to review and discuss the issues raised. The managers from the several municipalities should coordinate with the Ministry.

Recommendation No. 5: *Supervisory Training for Municipal Staffs*

A Supervisory Training Course available from ICMA is recommended for all supervisory employees from the cities and towns. This program has evolved over many years and is an indispensable resource for municipal supervisors who are unable to travel out of the country to seminars or attend formal schooling. The Ministry should work with the managers to implement an on-going program of supervisory training at a central location.

Recommendation No. 6: *Implementation of Overseas "Twinning" for Managers and Department Directors*

Several of the city department managers have studied abroad, usually in an academic institution concentrating in their professional speciality. Few, however, have had the opportunity to spend time working with their counterparts on a day to day basis. This hands-on experience is invaluable and should be provided whenever possible. It should allow the department manager to "twin" with someone from a similar city with extensive professional and practical experience. ICMA and the National Forum for Black Public Administrators in Washington, D.C., can locate appropriate cities for twinning programs.

These visitations should be short—not more than three months in length—so that the Swazi manager can bring the new skills home and apply them immediately. A second visit after a year or so is also advisable. In some cases the counterpart professional in the host city may be able to visit their Swazi sister city, depending on the availability of grants. The host

city can be expected to provide the experience, but the costs are the responsibility of the visiting manager. The purpose of this program is to provide practical experience in a real life environment for the department manager.

Recommendation No. 7: *Empowerment of Cities by MHUD to Become Independent and Self Sufficient*

If the newly elected city councils of the Swaziland cities and towns are to function as intended, they must have the freedom to make their own decisions. This independence will result in mistakes along the way, but the cities should be allowed the time and opportunity to become comfortable with the frustrations of making public policy and being held accountable for its consequences. The Central Government should give the cities increased "home rule" authority in conducting their business.

Recommendation No. 8: *Empowerment of Cities by MHUD to Raise Their Own Revenues*

The cities also need to have the authority to raise their own alternate sources of revenue within the general guidelines of national fiscal policy, and to spend their money in the manner their citizens wish, subject to governmental accounting principles and to customary audit review. If they do not spend wisely or according to the desires of their constituents--they will be replaced at the next election. Self government is the intent of the new national policy for locally elected officials, and financial independence with local accountability is the key component of that policy.

Recommendation No. 9: *Enactment of Statutory Revenue Sharing*

In order for the cities to govern themselves appropriately, they must have the assurance that the Central Government will pay its fair share of taxes on its properties in a timely and predictable manner. It is also recommended the Central Government institute a form of revenue sharing for motor fuel taxes, etc. Such taxes and user fees can best be collected by one central agency and then shared on a per-capita or point-of-sale basis. But they need to be remitted in full and on time in order for the local governments to manage their own budgets. The Central Government should then expect fiscal and performance accountability by the cities. Due to financial uncertainties in the past, this accountability has been missing. It will only develop under locally elected officials if they are given the authority and responsibility to manage their own affairs.

Recommendation No. 10: *Formalization of Council-Manager Government*

Local government politics is generally more volatile than at the national level, and the

form and substance of good council-manager government should be legally structured. It is recommended that the Central Government enact a model city charter (law) setting forth the responsibilities and relationship of the city council and city manager. The charter should clarify the exclusive role of the city council to enact public policy. It should also specify that the city manager is solely responsible for the day to day administration of that policy without interference by members of the council, and that the manager hires and supervises the departmental managers, reflecting the concept of the "management team".

The charter should allow for a contractual relationship between the council and manager, and ideally should encourage performance review and reward. This accountability process is becoming widely accepted among city managers and many use it with their department directors. Council-manager government is considered the best approach yet of meshing responsive public policy guidance by directly elected citizens with technical management of city services by trained and experienced professionals.

Recommendation No. 11: *Reallocation of Responsibilities Among the Central Government, Cities and Towns, and Other Agencies*

The decision by the Central Government to strengthen the cities through the direct election of city councils and greater local control also implies that the cities and towns will need to increase the number of their functions. This report carries several recommendations for the City of Mbabane to expand its service program in order to provide for the increasing needs of its citizens, to initiate local enforcement powers, license business and other activities, etc.

It is also recommended that the "mix" of governmental functions among the ministries, city and towns, and other governmental agencies be reviewed to streamline and improve the performance of all levels of Swaziland government. Some functions are handled by more than one ministry; the recent *Report on Land Resource Management to MHUD* cites the "overlap and duplication in much of the existing land-related legislation". Some special district functions such as water distribution and sewer collection can be better coordinated by the individual cities and towns. And a few other functions such as property valuation may be more equitably and economically done by the Central Government.

Finally, some governmental functions should eventually be privatized. An ICMA consultant has recently submitted a *Private Provision of Social Services, Solid Waste Management* study recommending that the City of Mbabane continue in the near term to operate the refuse "Cleansing" program while it improves its operational quality. Subsequently the "council should move forward with the privatization process". Elsewhere in this report the Abattoir and Day Nurseries in Mbabane are noted as prime candidates for privatization.

Recommendation No.12: *Emergency Medical Service (EMS) Assignment to Fire Department*

In another instance of the need for reallocation of responsibilities, the Swaziland Fire and Emergency Services Department presently provides emergency transport of injured accident and fire victims to the hospitals. But it is not assigned the emergency medical services (EMS) function—that role being provided by the Ministry of Health.

Yet fire stations are already strategically located to respond quickly to fire and other emergencies, staffed by highly skilled personnel already trained in emergency first aid. The fire service worldwide is moving rapidly toward becoming also the designated emergency medical service. The typical American fire department now rolls full service emergency medical vehicles on ALL responses, staffed by at least one and usually two certified paramedics who are in constant radio contact with the hospital emergency room and are authorized to administer medication on-site as directed. In most departments the percentage of ambulance runs to total responses is now about 70%, and is rising as fire occurrences decrease due to better prevention.

It is recommended that the total responsibility for emergency medical services be assigned to the Swaziland Fire & Emergency Services Department, and that the fire personnel be trained and equipped to paramedic certification level. The increased costs should be more than offset by the savings in the Health Ministry from duplicated operations, and the consolidation will give valuable redundancy with the fire fighting responsibilities of the Department, as well as better coordination with the hospitals. Most of all, it will provide a dramatic increase in the quality of life for Swazi citizens through better medical care.

Recommendation No. 13: *Establishment of Local Government Association*

It is recommended the cities and towns form a municipal association for the purpose of exchanging information and assisting each other. The association would, in addition, provide a mechanism for working with the Ministry of Housing and Urban Development and other governmental agencies on common urban problems.

III. OPERATIONS AND ORGANIZATION

The city government of Mbabane operates under a slightly modified Council-Manager form of government, the primary variation being the totally appointive nature of the city council. The consultant has interviewed the acting City Manager/Clerk and the four principal department managers: City Treasurer, acting City Engineer, acting Clerk to the Council, and acting Chief Health Inspector, who oversee 53 permanent and 260 "daily rated" (DRE) employees among 20 budget divisions:

TOWN CLERK (MANAGER)			
CLERK TO COUNCIL	CITY TREASURER	CITY ENGINEER	CHIEF HEALTH INSPECTOR
Office of Clerk to Council Personnel	Treasurer's Office Financial Sundries	Works, Administration Parks Cemetery Sports & Recreation Building Inspection Public Conveniences Public Markets Pound Works, Depot Vehicle Repair Shop Cleansing (Refuse Collection) Septic Tanker	Health Administration Abattoir (Slaughter House) Day Nursery

A new city manager is expected to join the city soon under a three year contract. This individual is currently in charge of taxation for the Ministry of Finance. The current acting manager is the City Engineer who has a graduate degree in management from the United States. Likewise, the City Treasurer has a graduate degree in management from the United States. Both the Chief Health Inspector and the Clerk to Council are currently overseas on extended study leave.

It can be seen from the table above that the allocation of responsibilities among the four departments—while functionally logical—creates a disparity of workload. Based upon discussions with the management team and with a number of other representatives inside and beyond the organization, this section makes recommendations for future (when appropriate and possible) changes and additions to the organizational structure.



PROPOSED:

CITY MANAGER/CLERK Budget Public Information Economic Development Management Information Services					
RECORDS AND PERSONNEL	FINANCE	COMMUNITY DEVELOPMENT	PUBLIC WORKS (Field Services)	PARKS & RECREATION	ENVIRONMENTAL SERVICES
Personnel Clerk to City Council City Records Legal Services Community Service Office (CSO) Rates (Tax)Collection	Accounting Sundries Purchasing Risk Mgmt Business Licenses Billing	Engineering Long Term Planning Zoning Admin Subdivision Apprvl Registry (Geo Information)(GIS records) Public Housing	Cleansing Septic Tanker Streets Water Distrib Sewage Collect Equip Mnt.	Parks Mnt. Swim Pools Recreation Cemetery Forestry City Bldg Mnt.	Health Inspection Building Inspection Private Properties Code Compliance Abattoir Hazardous Materials Control

As indicated above, several additional functions are recommended to be added to the city's responsibilities, and are discussed below. These new functions and Mbabane's explosive population growth will require additional staffing at both management and professional levels. The new manager will want to continually evaluate and make organizational adjustments as these changes occur, because management assignments should reflect the strengths of the staff members and the changing needs of the city. Anticipating this evolution, **Exhibit B** is provided as a descriptive organizational reference point.

Recommendation No. 1: *Renaming of Management Positions*

The term Town Clerk is no longer an accurate description of the chief administrative officer of the city and should be changed to City Manager. Likewise, the "management team" of the city, and their departments should be re-named to reflect the more accurate nature of their responsibilities:

<u>From</u>	<u>To</u>	<u>Department of</u>
Clerk to Council	Director of	Records & Personnel
Treasurer	Director of	Finance
City Engineer	Director of	Public Works
Chf. Health Insp.	Director of	Environmental Services
New	Director of	Parks & Recreation
New	Director of	Community Development

Recommendation No. 2: *Assumption of ownership and operation of the water distribution system*

The water system for Mbabane is currently owned and operated by the Swaziland Water and Sewer Board (SWSB). The system includes the Sidwashini Treatment Plant which receives raw water from the Polinjane, Mbabane, and Black Mbuluzi rivers and is projected by the World Bank UDP report to be inadequate within 10 years. The UDP plans the expenditure of more than E 7 million (\$2 M) to add capacity to the treatment works, construct an intake and rising mains, and add a new reservoir to the system. Funds are not to be included for the replacement of distribution lines which are undersized, leaking, and not adequately maintained. Metering is likewise in need of improvements.

For a number of reasons, the consultant strongly recommends that the responsibility for the distribution system (excluding the supply, treatment, and storage system) be transferred to the cities and towns as part of their Public Works Departments:

- a. From a coordination standpoint the maintenance and replacement of the distribution system is best handled by the same command structure as for the streets. Close coordination of water line, sewer line, and street maintenance is critical to maximum efficiency and economy of public works, with minimum disruption to normal and emergency traffic flow. The specter of streets being cut by routine water and sewer work within weeks of being painted or resurfaced will not be prevented by combining these responsibilities—but should be reduced.
- b. Capital budgeting for replacement of both underground utilities and surface roads can be carried out in a more coordinated and systematic manner.
- c. The SWSB will be focused elsewhere on the major UDP improvements to the supply and treatment system for the foreseeable future.
- d. The SWSB is not currently replacing the distribution system, and the unit of government closest to the people (city) should—and will be—the most committed to an improved system.
- e. It is generally much easier for citizen customers to get quick responses on complaints or service requests from local city council members and their appointed managers than from a larger and more central bureaucracy. The quality of the service is as important as the quality of the system.

Due to the deteriorated condition of the water distribution system, the UDP loan provides funds to upgrade and replace major mains. As the work proceeds all adequate or replaced mains should be transferred to the City. During the transition the City will assume the

billing function and the SWSB will begin directly charging the city for the water consumed. Coordination of metering and utility billing for water, sewer, refuse collection, and other municipal charges can best be handled by the City using integrated MIS software. Charges will need to be adjusted to reflect the actual life-cycle costs of this essential utility system.

Recommendation No. 3: *Assumption of ownership and operation of the sewerage collection system*

For the same reasons as with water, it is recommended that the cities and towns assume the responsibility for maintenance and replacement of their sewer collection systems (not including the wastewater treatment plants) as part of their Public Works Departments. This will allow for close coordination of street, water, sewer, and drainage systems maintenance. The sewer collection system is presently in deteriorated condition and is to be brought up to standard as part of the UDP program. As this is done, these refurbished lines should be transferred to the cities. Separately, the SWSB will be expending more than E 30 million on the sewage treatment system under the UDP program and will be focused on that effort.

The City Public Works Department, which must deal with the consequences of sewer line (and water main) failures on an emergency basis is the most logical agency to gear up with the proper equipment and machinery to carry out a systematic program of sewer line sealing, pipe replacement, and stormwater separation. As with the water system, rates will need to reflect the true cost of maintaining and replacing system components.

It is recognized that the transfer of the water and sewer distribution systems from the SWSB to the cities will require a longer lead time than many of the other recommendations in this report. The process can best proceed in stages with the cities taking over all newly constructed improvements, and billing the SWSB for any actual costs of repairs prior to the transfer of billing responsibilities, at which time the process is reversed.

Recommendation No. 4: *Implementation of Comprehensive Personnel Program*

The 1992 DEVCO Report cited a 1983 *Roome Report* which strongly recommended establishing a personnel office and program for Mbabane (and Manzini), and noted that it had not yet been done. DEVCO included an excellent set of recommendations, and advocated that the city "appoint a personnel officer...and produce an Annual Corporate Plan which should include a statement of...organization and departmental objectives and targets".

The city still has no comprehensive program of recruiting, training, evaluating, disciplining, rewarding, and providing resource services to its municipal employees. The 1994-95 budget provides for the employment of a Personnel Officer. This recruitment should be a top priority, and when hired the Personnel Officer should be immediately "twinned" with a counterpart Human Resources Director overseas so that the development of a Personnel Code can proceed.

In particular, the issue of the daily rated employees (DRE's) should be addressed. These employees are essentially full time—yet marginally trained and without retirement benefits. The City should consider development of a recruitment and testing program for all new employees (coordinated with a constant reorganization appraisal) so that over time these DRE positions are replaced with fully trained permanent employees.

Recommendation No. 5: *Permanent Staffing of Planning Office*

The city currently has significant authority to coordinate its long range planning and development, and will have increasing responsibilities for "community futuring" as its population and functions expand. The planning office is currently staffed by a Peace Corp volunteer who will leave the city next month. No other staff employee has been trained to take over. It is recommended that a permanent professional planner be recruited to begin developing a comprehensive current and long range planning program. Because of the coordination needed between the planning and engineering functions, i.e., subdivision development and design, Registry and GIS property records, the Planning Office should be part of the Community Development Department.

Recommendation No. 6: *Establishment of Community Service Officers*

Criminal justice responsibilities in Swaziland are vested in the Royal Swazi Police and are excellent. The Police also serve as the law enforcement arm for the cities and towns, handling local statutes in addition to their regular duties. However, the City experiences difficulty in enforcing some of its own laws—a problem which will grow worse as its responsibilities increase. There is growing need for city officers to handle municipal statutes and work with the Royal Swazi Police.

It is therefore recommended there be created a division (initially in the Records and Personnel Department) staffed with "Community Service Officers (CSO's), whose job is to enforce municipal statutes, i.e., health, business licensees, building inspection, vehicle parking, anti-littering, street vending, parks security, refuse disposal, private properties maintenance, etc. The CSO's would report to the Director of Records and Personnel, but in addition would be available to assist the Royal Swazi Police in a support capacity such as with crowd or traffic control.

The CSO's should be trained by the Royal Swazi Police and wear a distinctive uniform to emphasize their municipal authority. They should have authority over local statutes (not national government statutes), and be authorized to hold or transport persons into the custody of the Royal Swazi Police. Their primary responsibility is to provide for enforcement of municipal statutes much more quickly and directly than is now possible.

Recommendation No. 7: *Establishment of Separate Parks & Recreation Department*

Parks maintenance and sports programming is currently part of the Engineering Department. Coronation Park and the other municipal properties have not had adequate maintenance for years due to lack of funds. Park security problems are increasing. It is recommended that a new Department of Parks and Recreation be established when the City can afford to do so—to include the following functions:

- Parks Maintenance and Construction
- New Park Development
- Roadside and Streetscape Maintenance
- Forestry (including a tree planting program)
- Passive and Active Recreation (Swimming and other sports)
- Cemetery
- Maintenance of City Buildings and Properties

In future years the City may determine to provide facilities and programming for senior citizens as well as youth.

Recommendation No. 8: *Establishment of Economic Development Program*

It is recommended the city become more involved in economic development. With an elected City Council and more citizen participation in local government, increased community concern with economic development can be expected. The City Managers Office may consider working with the Central Government, Manzini, and the Chamber of Commerce to assist with local efforts. Such issues as water and sewer system extensions, arterial street construction, zoning and subdivision development, and other service "capacity building" can best be addressed if the city government is directly involved.

Recommendation No. 9: *Implementation of Public Information Program*

With the election of the new City Council the interest of the citizens in local affairs will be heightened. Just as the media is working to improve its communication techniques to provide the public with the information it needs, so also should the city government improve and emphasize its communications skills. It is recommended that the city initiate a public information program, which can begin in a small way and grow over time to include such activities as:

- a. Annual report to the citizens in the newspaper
- b. Short press releases to the media for important events
- c. Monthly radio interviews of city manager and department directors
- d. City Council agenda on file at the Library or other public places
- e. Invitation to TV to televise city council meetings
- f. Annual city hall open house
- g. Monthly column in the newspapers by city manager and/or mayor

- h. Provision of a city public information telephone number in the directory
- i. Complaint and service request processing by MIS software

The above represent a partial list of opportunities for the city government to begin a systematic program over time to communicate with its citizens. The program can become as sophisticated as the community wishes, but at a minimum it should provide the citizens with accurate information with which they can govern themselves.

Recommendation No. 10: *Establishment of Performance Management and Program Reporting*

As the Program Budget (Exhibit J) process evolves, regular monitoring and reporting should be implemented for each of the city budget program sections. A semi-annual report should be prepared on the progress toward completing the "program objectives", so that the city manager and city council can monitor progress. One of these reporting periods should coincide with the submittal of the departmental budget requests for the next year.

Likewise, all management employees should at the beginning of each budget year prepare a professional and personal goals list for the coming period. It should be reviewed with the individual's supervisor—and the future objectives agreed to. Above all, the process should be a positive opportunity for the individual to evaluate his or her progress with their supervisor.

Recommendation No. 11: *Maintenance of Closer Coordination with Other Governmental Agencies*

A number of municipal and utility functions have historically been handled by the Central Government. The current shift to more local self-government and control should move some of these responsibilities to the cities, as recommended elsewhere in this report. Those functions which remain the purview of the Central Government or special agencies, however, should work toward closer coordination and communication. The City should take the lead in improving this coordination among the public agencies.

Police and Fire. It is recommended the City Manager develop closer communication with both the Swaziland Fire and Emergency Services Department and with the Royal Swazi Police, and invite their representatives to attend city staff meetings. In this way, emergency response procedures can be better coordinated with respect to street closures, new subdivision and street designs, fire and building codes enforcement, building security design, public events, etc.

Hospital. Regular contact with the hospital should also be maintained, both for coordination of emergency responses, and because the growing AIDS epidemic can be expected to result in health issues for the City among the homeless and orphaned.

Water and Sewer Board. Close coordination with the SWSB is important both before and after the proposed transfer of the water distribution and sewer collection systems. SWSB needs to know where the city plans to extend it's growth area, where the streets are to be located, and when capital replacement projects are scheduled.

Liaison and periodic meetings should also be developed with the **National Housing Board, Electrical Board, Posts & Telecommunications Corporation, and the Schools.**

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IV. FINANCE

Mbabane City's current financial condition is, by all measures, critical. The City had an accumulated deficit (secured by a Central Government line-of-credit) of E -1.5 Million at March 31, 1994, and has subsequently secured an additional E 1 million credit advance from the Central Government in order to continue operations as Rate bills are issued. The above deficit is actually understated because co-mingled funds from other municipal accounts have been utilized. The actual unencumbered deficit in the operating fund at April 1, 1994 was E -5.87 million.

This section of the consultant's report makes both immediate and permanent recommendations for the strengthening of the city government's financial condition.

A. EMERGENCY ACTIONS

Recommendation No. 1. *Approval by MHUD of Mbabane 1994-95 Budget*

Due to a number of factors the 1994-95 municipal budget as submitted by the City Council has not yet been approved by the Ministry. The Ministry has, however, authorized the City to issue property tax (Rate) notices in anticipation of that approval. The consultant has worked with the Treasurer to develop financial reports which reflect the financial condition of the 1994-95 Budget for the first month. A number of reductions in the proposed budget have been imposed by the Central Government, and the coming year's program of revenues and expenditures is technically (but as usual, erroneously) balanced.

Recommendation No. 2: *Immediate Interim Computerization*

At present the City Treasurer is unable to prepare a timely official monthly statement of revenues and expenditures. The City currently uses a local bookkeeping service, accessed by electronic terminal in the Treasurers Office. There are almost no internal controls at present and nearly all records are maintained in hand ledgers.

In late 1993 the firm of Ernst & Young of Pretoria, South Africa, was retained by the Ministry of Housing and Urban Development to carry out a *Short-Term Financial Technical Assistance* project. That very complete and well documented project analysis concluded that "no form of system integration exists". The City currently has a few older PC's which cannot utilize the newer versions of published software. The report recommended the acquisition of a formal municipal computer system in the coming year, but acknowledged that the immediate short term solution for the City was to acquire one or more PC's with off-the-shelf software.

This consultant strongly agrees, and specifically recommends the following:

- a. Immediate purchase of three (3) 80486 DX2-66MHz PC's with minimum 16 Mb RAM expandable to 40 Mb, 500 Mb hard disks, and related peripherals, for the City Manager, Engineering, and Treasurer's Offices.
- b. The latest software windows packages for word processing, spreadsheets, data base management, and elementary accounting. The above can be purchased immediately at minimum cost and will operate the spreadsheets and other documents already prepared by this consultant for the City to use until a more comprehensive system is in place.

The Treasurer's Office now has use of the above packages to issue monthly financial reports within two weeks after the close of each month, to maintain an informal check register, and to monitor equipment asset records.

Recommendation No. 3. *Immediate Issuance and Enforcement of Rates Notices*

The Ministry has now authorized the annual issuance of the approximately 6,000 Rate (property tax) notices. The law provides that the property owner has 60 days in which to make payment of the rate amount, after which a delinquent notice is sent providing for an additional 60 days, followed by a legal process leading to property sale by the City to collect the taxes due.

This process has NOT been followed in the recent past. In fact, less than 60% of the annual rate levy is actually received by the City, which leads to serious financial problems. The City has access to a private law firm, but has actually taken NO property owners through the Court process to enforce payment during the past five years.

A thorough review of the legal problems involving rates payment enforcement is being conducted at present by the Ministry of HUD and that agency expects to have legislation in place within a few months to simplify collection procedures for the cities. In the meantime, the City should give top priority to tracking the collection process and should issue the first delinquent notices within one week after the first expiration date.

Recommendation No. 4. *Interim Continuation of Credit Support by Central Government*

At the end of the 1993-94 fiscal year at March 31, 1994, the preliminary estimate of the City's negative cash balance in the General Fund was E -5.87 Million—and growing— due to a number of factors:

- a. Reduced rate payments from the Central Government
- b. Delinquent or ignored rate payments from taxpayers

- c. Unexpected personnel costs mandated by the Central Government
- d. Inadequate (but improving) User Fee charges
- e. Lack of timely financial information and controls

The city has now received an additional E I M credit increase from the Ministry in order to pay its June bills. This increased credit line may be insufficient to keep the City in a positive cash position into the budget year depending upon the collection of property taxes. The Ministry appears to have little choice but to maintain the City's balances until permanent financial programs and controls are in place.

B. LONG TERM ACTIONS

As discussed, Mbabane (and the other cities) faces a continuing financial crisis unless dramatic action is taken to put the municipal government on a firm financial footing. Such will require long range financial planning, assured formula payments of subvention and property tax obligations by the Central Government, and the financial independence and authority of the City to manage its own fiscal affairs. The following measures are critical to this process.

Recommendation No. 5: *Implementation of Integrated Management Information System (Computer)*

In order for the City to properly manage its financial and operational responsibilities, it must have accurate and timely information about all its programs. Integrated management information systems (MIS) software, designed specifically for local government, now exists at a competitive cost. These systems are continuously supported and expanded by the software vendor on an annual contract basis. The better systems are installed on PC and mid-range "file server" hardware and at a minimum they include packages for:

General Ledger	Budgeting	Accounts Receivable
Accounts Payable	Asset Management	Occupational Licenses
Cash Receipts	Utility Billing	Tax Billing and Collection
Purchasing/Inventory	Fleet Management	Personnel & Payroll Accounting
Applicant Tracking	Building Permits	Code Enforcement
Service Requests	Planning and Zoning	Work Orders/Facility Management
Court Citations	Case Management	Engineering CAD
GIS Mapping with Digitized Photography		

all integrated into a single system using PC's connected to a local area network (LAN). These systems have nearly unlimited expansion capability without re-programming by simply adding PC's and increasing the processing power of the server unit. The use of large mainframe computers with in-house support is no longer necessary and is a waste of money for small and medium cities.

It is therefore strongly recommended that the City—in concert with the City of Manzini which has already begun the RFP process—immediately develop a Strategic MIS Plan and Program for both organizations (a sample system package is included as Exhibit H) and issue an RFP for twin systems to be installed within the coming six to 12 months. The UDP loan from the World Bank provides E 540,000 for automation which should be sufficient to install the initial financial control packages in the first year for both cities. Subsequent years packages will require additional funding, which should be a top priority. It is further noted that a comprehensive MIS is much more than a set of financial packages. It is a total management system enabling the management team to pro-actively lead the city organization.

The managers of the other towns should be included in the planning process for the system since telecommunications will shortly be available for them to "slave" off the central twin-systems with remote PC's. Both software and file server hardware should be bid together by Mbabane and Manzini so that there is complete operational redundancy and offsite record storage whenever either of the two systems goes down.

The MIS system development will be incremental with individual packages coming on-line gradually over the next two to five years. The Central Government is currently developing a Land Information System (GIS/LIS) program for the entire Kingdom, which should be coordinated closely with all the cities and towns so that they can incorporate this information into their own GIS systems.

Recommendation No. 6: *Voice Mail, Cellular and Fibre Optic Communications*

Technology is now moving so rapidly that specific telecommunications recommendations are soon obsolete. But the current communications system within the city government of Mbabane is nearly unworkable by modern standards and should be totally replaced. In coordination with the other local governments and national agencies, the City should immediately begin evaluating its options, and should examine the costs of converting its field radio system to cellular technology and its internal telephone system to Voice Mail and the latest LAN technology. This transition is inevitable, with the timing dependent upon progress of the Swaziland Posts & Telecommunications Corporation. Contingent on that timing, no further investment should be made in the current telephone and field radio systems.

Recommendation No. 7: *Creation of Equipment Replacement Fund*

The City's rolling stock is in deplorable condition. Most of the 51 vehicles and more than 30 other equipment asset items are at or near the end of their scheduled useful life. No provision has been made to replace these units, and their maintenance costs are escalating. It is recommended the City immediately create an Equipment Replacement Fund and transfer ownership of all rolling stock, as well as telecommunications and computer equipment, to the Fund.

The fund will then rent the equipment to the using city departments at a rate which will include both the annual depreciation reserve necessary to replace the unit at the end of its scheduled life, and the average cost of maintaining the vehicle. The depreciation reserves will accumulate in the fund totally separate from the other city funds, and will be used only for equipment replacement. In this way, the pain of ensuring the continued quality of equipment is experienced only in the first year, with subsequent budget cycles repeating the on-going charge with adjustments for inflation.

The operations portion of the rental fees will in total underwrite the budget of the Vehicle Repair Workshop. The renting departments will thus be free from unexpected major equipment repair charges against their accounts, while the Equipment Fund spreads that risk over the total inventory of equipment. The Fund is managed as if it were a separate business entity, with the City Manager, Finance Director, Public Works Director, and Workshop Supervisor serving as its directors. Included as Exhibit I is a sample Equipment Fund schedule prepared by the consultant.

Recommendation No. 8: *Establishment of Program Budgeting Process*

The City should develop a "Program" approach to its annual operating budget. Each identified function (program) of the City should be a separate operating account within the General Fund. Each program account should have sections for:

- General Description
- Standards of Performance
- Current Service Evaluation
- Specific Objectives for the Coming Year
- Listing of both expenditures and any directly applicable revenues
- Personnel Assigned
- Statistics (where available)
- General Comments to assist the reader in understanding the program.

The purpose of identifying and detailing each separate operational activity (program) is to provide for a thorough understanding of, and agreement about, the purpose and expectations of that function—agreed to in quantifiable terms by the management staff which prepares it, the City Council which approves it, and the citizens of Mbabane who will benefit from it. Of particular importance are the Performance Standards attached to each program, typically not met but instead providing a clear goal for future improvements in the quality of urban services. Exhibit J is a sample Program section for the City Manager's Office.

Recommendation No. 9: *Timely In-House Issuance of Monthly Financial Reports*

As noted earlier, the Treasurer's Office currently issues financial reports several months late with off-site processing by a local bookkeeping service from information transmitted by terminal from the Treasurer's Office. It is recommended the Treasurer immediately begin

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separately issuing within one week of the end of each month a revenue/expenditure report using the spreadsheet prepared by the consultant, until such time as the permanent MIS financials are in place, and when the service bureau contract should be terminated. The Treasurer is held responsible for the accuracy and promptness of the city's financial information, and should directly oversee its preparation. Shown as Exhibit K is the separate April, 1994 monthly financial report.

Recommendation No. 10: *Establishment of Capital Budget*

The City should begin developing a long range Capital Budget. The budget should include those major projects expected to be undertaken during the coming 10 years, with each of the first five years listed separately. Year One projects are likewise included in the annual operating budget. Every year the Capital Budget is updated for each project's cost and priority. The Capital Budgeting process is initially only an estimate of the future capital needs of the City, but is refined in greater detail each succeeding year as the priorities and costs are repeatedly scrutinized.

The Capital Budget uses various means of financing the several types of projects. Water distribution and sewerage collection systems are to be financed on a pay-as-you-go basis from utility receipts. Recurring road replacement should be integrated into annual budgets using vehicle fuel tax income, so that once a funding level is reached it can be maintained to provide for continuous replacement of the system.

Structures which will have a long life (Depot, City Hall, Recreation Center, Stadium) are best financed by long term debt paid annually from rates. The City can begin this process by using surplus rates income identified in *Section IV. Revenues Enhancement*. Regardless, systematic expansion and replacement of the City's infrastructure is critical to meeting the needs of a rapidly growing population. It is important that the cities and towns of Swaziland have the financial authority and accountability to accept this important responsibility.

Recommendation #11: *Implementation of Strategic Planning Process*

In total, the numerous recommendations throughout this report relating to program budgeting, performance management, capital improvements programming, staffing of the planning division, council-manager relationships, etc., all are components of a *Strategic Planning Process* which the city should begin as soon as the new city council is seated. In the interim, the new City Manager and his management team should begin this on-going process by identifying where the city is on it's long journey to excellence, i.e., what programs does it currently provide and how well.

Next the staff should begin developing a list of the issues facing the Mbabane community, both now and in the future, such as housing and day care for the indigent, availability and location of land for projected business/industrial/residential development, utilities demand in the coming decades, needed new and reconstructed arterial streets, programs for youth and senior citizens,

park development, cultural arts and entertainment needs, environmental issues and a host of others.

When the new city council is in office, the first annual weekend retreat should be held (outside the city to reduce distractions) to begin discussing and planning short and long range strategies to deal with these issues. The manager and staff should initiate these discussions with background papers so that the council can begin identifying possible directions the city can take. The retreat should be an opportunity for the policy makers and management team to focus on the "oversight" role of the city government to improve the quality of life for Mbabane citizens. And the retreats should occur at least once each year to provide a time for reflection on Mbabane's destiny, and how the municipal government will work strategically to ensure that the future is brighter for its children than their parents.

V. REVENUE ENHANCEMENT

A review of the operations of the Mbabane city government and discussions with representatives of other agencies indicates that as the Kingdom becomes more urban (a process which is accelerating) the services provided by the cities and towns will increase in scope and variety. In fact, the municipal governments will increasingly provide THE primary essential services to Swazi citizens, and these citizens will increasingly (and logically) look to their most reachable elected officials (city councils) for leadership and help. The Kingdom can prosper only if its people are provided adequate urban services.

It is therefore crucial that these services be satisfactorily financed over the long term. And that process depends upon the assurance to the local governments that they can make long term financial commitments—with the consent of their citizens who ultimately pay the bills. Municipal services should thus be financed to the extent possible through "user fees" which allocate the costs directly to the users and, coincidentally, gives them control over their usage.

This portion of the report reviews the use of direct user fees to support urban services, and recommends changes in the financing of city government. Exhibit M provides an overall comparison of the City's 1994-95 budgeted revenues and expenditures by general program category, i.e., protection of property, protection of people, transportation, or direct user fees. The following table summarizes that comparison:

94-95 BUDGET	PROTECTION OF PEOPLE	PROTECTION OF PROPERTY	TRANSPOR-TATION	DIRECT USER FEE SUPPORT
REVENUES	2,656,910	5,145,469	0	2,409,920
EXPENDITURES	(2,798,245)	(2,023,392)	(2,849,514)	(2,532,150)
SURPLUS/DEFICIT	(141,335)	3,122,077	(2,849,514)	(122,230)

Recommendation No. 1. *Phase-in of Vehicle Fuel Tax to Support Transportation System*

As indicated above, municipal revenues pertaining to the protection/service to people are close to being in equilibrium, and those for property are in substantial excess. But the transportation costs of providing street lighting, maintenance, cleaning, and other expenditures are being financed almost totally from property taxes against the rate payers.

Although some of the above comparisons are very subjective, they do indicate a definite "skew". There is an obvious correlation between improved streets and the increased value of their abutting properties, the construction costs of which are generally paid as property tax assessments by those benefitting abutting properties. But once improved, the on-going maintenance costs for

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city streets should be paid as a direct benefit by the vehicles using the street.

It is therefore recommended that transportation costs be supported directly by the users of the transportation system in the form of nationwide fuel taxes which are included in the price of the fuel, of which a formula share based on population is remitted to the cities to pay for maintenance and capital replacement. Typically, such taxes are acceptable to the driving public so long as it is clearly evident that these user fees are giving them better roads, signals, etc. Moreover, such use taxes are to an extent voluntary by the users depending on how much driving they do, and tend to reduce dependency on private automobiles in favor of public transportation.

OTHER USER FEES

Although most user fees have recently been dramatically increased to begin reflecting true costs, further adjustments are needed:

SPECIFIC USER FEE			
PROGRAM AREA 1994	Est. User Revenues	Budgeted Service Costs	Surplus/Deficit
Abattoir	57,200	(84,600)	(27,400)
Day Nursery	33,440	(113,500)	(80,060)
Cleansing	1,083,237	(981,900)	101,337
Swimming & Sports	7,100	(96,600)	(89,500)
Building Inspection	55,700	(98,100)	(42,400)
Markets	82,100	(218,000)	(135,900)
Septic Tanker	260,400	(291,800)	(31,400)
Pound	4,100	(24,400)	(20,300)
TOTAL USER FEES:	1,583,277	(1,908,900)	(325,623)

Recommendation No. 2: *User Fees in Deficit Should be Increased to Reflect Cost.*

All the above direct customer benefit programs should be evaluated to fine-tune the actual costs and appropriate fee support, with adjustments made whenever possible. It should be noted that the primary reason for the surplus in cleansing support is the Central Government's grant payment for refuse removal.

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Recommendation No. 3: *Consideration of Contracting Specific Direct Fee Services.*

Some of the above functions should be evaluated for privatization, i.e., contracting out the actual day to day services while retaining ownership of the facility for a year or so until the operation is successfully launched and the assets can be purchased from the City. The Abattoir and Day Nursery would be logical candidates.

Recommendation No. 4: *Conversion of Portion of Property Rates to Capital Budget*

When the vehicle fuel tax is implemented, a portion of the property rates (taxes) can be shifted into a sustained Capital Budget program. The development and implementation of a comprehensive capital improvements program is crucial to Mbabane's future since the influx of new residents will soon overwhelm the current infrastructure. Exhibit L provides a sample of a typical capital budget schedule.

Recommendation No. 5: *Assurance (based on Statutory Formula) of Rate and Subvention Payments by Central Government.*

The Central Government each year makes subvention grants and direct annual (property tax) Rate payments to the cities and towns for its properties. These payments are not truly reflective of the value of government properties, and vary unpredictably from year to year such that the local governments cannot accurately project what they will receive until well into the budget period. This uncertainty complicates budgeting and prevents holding the local governments accountable for their own budgets. It is recommended that the Central Government establish a permanent statutory formula by which these payments will be computed annually, and that the payments be made on a quarterly basis.

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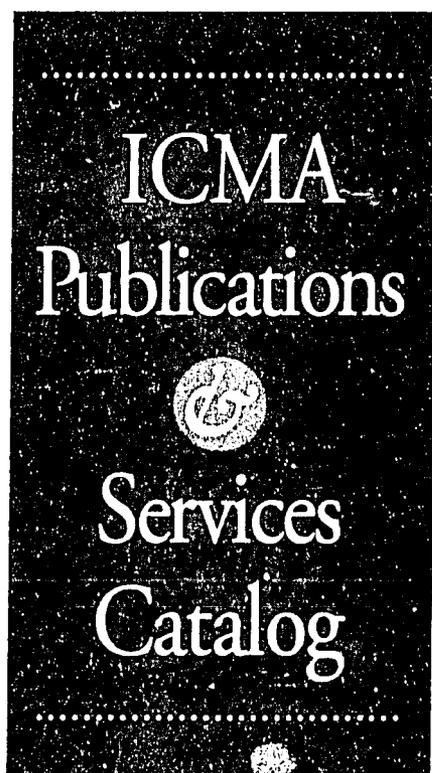
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VII. EXHIBITS

- A. ICMA PUBLICATIONS & SERVICES CATALOG
- B. SUGGESTED ORGANIZATION CHART: CITY OF MBABANE
- C. ILLUSTRATIVE ECONOMIC DEVELOPMENT PUBLICATION
- D. ILLUSTRATIVE PUBLIC INFORMATION PUBLICATION
- E. ILLUSTRATIVE MANAGEMENT PERFORMANCE REVIEW REPORT
- F. SUMMARY OF 1994-95 BUDGETED REVENUES & EXPENDITURES
- G. MONTHLY REVENUE REPORT
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EXHIBIT A



Dear Colleague:

A primary goal of the International City/County Management Association (ICMA) is to provide local professional development programs and publications to meet the special needs of the local government official. These programs and publications have earned an international reputation of excellence and are also used by academicians, students, and citizens whose goal is to improve and strengthen the quality of local government.

With many local governments facing tight budgets due to dwindling tax revenues, the challenge of doing more with less has become more acute. Communities throughout the country have also faced natural disasters this year, ranging from flooding in the Midwest to Hurricane Andrew in the South. Local governments continue to strive to provide the best services possible with less fun ling, while grappling with new federal and judicial regulations.

ICMA is geared to help you and your community face these difficult challenges. Over 40 new titles and revised editions of our best sellers filled with ideas and solutions to the problems you face as a local government official are listed in this *1993-94 Catalog*. *FLSA: The Public Employer's Guide*, the second edition of *The Effective Local Government Manager*, *HR Report* newsletter, *Emergency Planning and the Community Right-to-Know Act* Special Report, *Deadline on D: A Landfill Update* video, *Total Quality Management* training package, and the *Advanced Supervisory Practices* training package are examples of new resources we've developed.

This fall GSTN, the Government Services Television Network, premieres, bringing videotape programming to subscribing cities, counties, and other local governments. Subscribers will benefit from quality training programs, information and ideas, and governmental updates delivered to them in easy-to-use video format every month. GSTN programming will help you:

- Reduce your travel costs
- Stretch your training dollars
- Motivate your work force
- Educate your citizens

GSTN combines the local government expertise of ICMA, the National Association of Counties, the National League of Cities, and Public Technology, Inc., with the television and video talents of Westcott Communications, Inc. For more information about GSTN, turn to the Special Services section of the catalog on page 40 or call 1-800-284-4786 toll-free.

Look over the catalog and order what you need now. Then keep the catalog as a handy reference throughout the year to meet your future needs. An order form and information request form are located in the center section of the catalog for your convenience. Or for faster service, call ICMA toll-free at 1-800-745-8780 to place your order.

If you're not a member of ICMA, call Member Services at 202/962-3680 and request a package of information on membership. You and your staff can benefit from the many resources and services provided by an ICMA membership.

Sincerely,

Bill Hansell

Bill Hansell
Executive Director
International City/County Management Association

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ICMA Membership

ICMA's membership consists of 7,700 individuals who are local government professionals in the United States, Canada, and abroad. These professionals, officially designated by many different titles, serve cities, towns, counties, villages, boroughs, townships, and councils of governments at the direction of elected councils and governing bodies.

As the only international organization to focus specifically on the needs of professional local managers, ICMA works to strengthen the quality of local government through professional management. Membership in ICMA offers access to many programs, publications, and services, as well as the opportunity to contribute to the profession of local government administration through a variety of activities. The categories of ICMA membership are structured to provide membership privileges to people at several different levels on the career ladder.

Publications included with an ICMA membership are:

- *ICMA Newsletter*
- *Public Management Magazine*
- *WHO'S WHO in Local Government Management*

In addition, members of ICMA are eligible for participation in group life, accident, and long-term disability insurance programs; reduced registration fees for the annual conference; rental car discounts; and discounts on interstate moves.



For more information on ICMA membership and these services, please check the appropriate box on the information request form or call ICMA's Member Services department at 202/962-3680.

**Of the annual membership dues, \$115.00 are for a subscription to the ICMA Newsletter and \$30.00 for a subscription to Public Management magazine for one year.*

NEW!



HR Report

ICMA's brand new newsletter on human resource management—*HR Report*—provides the very best human resources information available specially targeted to the needs of local governments. In just 20 minutes a month this incisive newsletter will help you:

- control costs
- keep up with regulations
- improve productivity
- respond to new requirements
- solve expensive personnel problems
- connect with a network of personnel professionals in local governments all over the country.

HR Report covers federal legislation, court rulings, compensation and benefits, risk management, labor-management relations, and employee motivation. Every month you will get innovative ideas from other local governments and updates on legal and federal requirements. In-depth articles on current topics are based on extensive interviews with practitioners and consultants; articles on legal issues are authored by legal experts.

This ground-breaking newsletter is priced to make personnel information and networking available to cities, towns, and counties of all sizes. Subscription rates are graduated to allow smaller jurisdictions to subscribe at a lower rate, while providing larger jurisdictions with extra copies.

HR Report brings you balanced coverage of programs and issues in smaller jurisdictions, as well as information on model policies, procedures, training programs, and documentation developed by larger communities with extensive in-house resources.

1993, 8-page monthly newsletter. Annual Subscription (40787), \$75.00 for jurisdictions under 10,000; \$100.00 for jurisdictions 10,000-50,000; \$120.00 for jurisdictions over 50,000



The Guide to Management Improvement Projects in Local Government

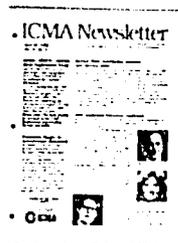
This outstanding resource provides subscribers with case studies of innovative, effective solutions to local government problems. Each quarter you'll receive 50 executive program summaries pinpointing innovative, cost-saving solutions to current local government problems. Each case study gives you the contact person's address and phone number, putting an information network at your fingertips!

Designed for easy reference use, *The Guide* comes in a three-ring binder with a set of seven subject dividers and a cumulative index. Subject divider topics include:

- citizen and council relations
- leisure and human services
- local development
- public works
- public safety
- personnel and risk management
- management and administration

The Guide is a calendar year publication. New subscribers beginning mid-year receive all back issues plus *The Guide* binder when their subscriptions begin.

Annual Subscription (Jan., Dec.) (35041), \$65.00



ICMA Newsletter

Biweekly newsletter containing information on ICMA activities and local government position vacancies and appointments. Features regular columns: "Nuts and Bolts" (capsule summaries of innovative local government programs) and "Professional Development Issues" (professional development information for local government officials).

Newsletter (22330), \$115.00 annual subscription for nonmembers; included in ICMA membership. ISBN: 0047-0651

MicroSoftware News

This monthly newsletter is devoted exclusively to computer and communications applications for local government and public agencies.

Case Studies. Local governments report on applications they have developed and how they are using computers to improve service and increase productivity. Sample applications include:

- emergency management
- energy management and conservation in municipal facilities
- financial impact analysis
- pavement management
- analysis of crime patterns

Software Search. Lists software packages designed especially for local government use. Information includes application, price, supplier's name and address, hardware compatibility, and names of local government users.

Resource Review. Reviews sources of current information on computers and communications in local government, such as:

- on-line bulletin boards and networks
- publications
- public interest groups that have resources to share
- conferences and workshops.

Management Articles. Industry experts and experienced practitioners address current issues:

- networks
- procurement
- information management
- co-development
- training
- GIS planning.

Subscribers also have access to the ICMA Software Clearinghouse, a special information source on software programs.

(31541), \$130.00 annual subscription



Public Management

A monthly local government affairs magazine with concise, timely articles on specific topics, editorial commentary, and selected departments.

Magazine (16942), \$30.00 annual subscription for nonmembers; included in ICMA membership.

Management Information Service (MIS) Subscription Package

ICMA's Management Information Service (MIS) subscription combines three of ICMA's best publications, a bimonthly newsletter, and semi-annual information packages with customized database searches of local government topics to provide you and your staff with unparalleled access to the latest local government information. The low annual fee, based on each local government's size, includes:

- *MIS Reports*, ICMA's highly rated series of practical guides that focus on the best in local government innovation. Upcoming MIS Report issues will examine long-term strategic planning for economic development, benchmarking for police departments, techniques for improving employee motivation, alternative water supply financing, and cable television regulation.
- *Public Management magazine*, a monthly publication containing concise, timely articles that focus on the issues and challenges facing today's local government management professionals (see page 2 or 18).
- *The Municipal Year Book*, the single most comprehensive reference source on local governments available (see page 34).

- *MIS Update*, a bimonthly, subscriber-only newsletter that brings you information on new MIS database documents and ICMA's latest publications.
- *Information Packages* on current local government management topics including Total Quality Management and the Americans with Disabilities Act. Published twice a year, Info Packs are available to MIS subscribers upon request.

For many subscribers in smaller communities, the cost of an MIS subscription is about the same as the cost of the publications included alone! But there's much, much more!

In addition to receiving the publications described above, when your local government subscribes to ICMA's Management Information Service, you and your staff will have unlimited access to the MIS Inquiry Research Service. At the core of this service is a database of thousands of articles, ordinances, contracts, budgets, videos, and other materials that describe successful, innovative local government programs. The service also offers information on hundreds of successful international programs.

The MIS Inquiry Research Service provides much more than bibliographic references. Once we receive your inquiry, our research associates will provide you with a

selection of useful summaries of the database material that pertains to your specific inquiry. We guarantee a response within 24 hours of your initial or routine inquiry, or within 48 hours for complex inquiries involving more extensive research.

After you've reviewed the abstracts, we will send you the full-text documents, videos, and other supporting materials you want to receive. (Note: To avoid copyright infringement, all Inquiry Research Service documents are loaned to local governments for one month.)

Whenever possible, our research associates also will provide you with organizational contacts, references, and other supplemental information. Customized data sets can be made available for an additional fee. And libraries, consultants, and other organizations not eligible for the local government subscription rate can take advantage of our MIS non-subscriber rate of only \$60 per inquiry.

For years, ICMA's Management Information Service subscription package has been rated one of the best sources of local government information available for communities of all sizes. And the Inquiry Research Service component makes it the perfect choice for small-to-medium-size communities that cannot afford in-house research capabilities. For more information, contact MIS at 202/962-3675.

MIS Subscription Rates and Copies of Publications received*

Population Group(000)	Monthly MIS Reports	Monthly PM Magazine	Bimonthly MIS Updates	Annual Year Books	Inquiry Service Use	Annual Subscription Fee	Catalog Number
Under 5,000	2	1	2	1	Unlimited	\$ 294	16926
5 to 9,999	2	2	2	1	Unlimited	\$ 356	16950
10 to 24,999	2	4	2	1	Unlimited	\$ 439	16985
25 to 49,999	2	4	2	1	Unlimited	\$ 575	17019
50 to 99,999	2	6	2	1	Unlimited	\$ 720	17043
100 to 249,999	4	8	4	2	Unlimited	\$ 830	17086
Over 250,000	4	8	4	2	Unlimited	\$ 1,125	17116

*Subscriptions are available only to local governments.
 Nonsubscriber Inquiries: \$60.00 (\$40.00 for ICMA Members)

The Job Opportunities Bulletin for Minorities and Women

J.O.B. is a biweekly bulletin listing local government job vacancies. In addition, *J.O.B.* periodically provides readers with news about the job market, job hunting tips, and other helpful information. *J.O.B.* reaches the largest assembled group of minority and women candidates in local government!

ICMA members who are women and minorities receive *J.O.B.* as a complimentary member

benefit, and other members may receive a complimentary subscription upon request. For nonmembers, an annual subscription is a low \$12.00 per year.

Benefits

J.O.B. can provide your community with these recruitment benefits:

- Access to a large national pool of thousands of skilled minority and women candidates.



- *J.O.B.* lists positions at all levels of expertise—from entry level to senior management.
- *J.O.B.* is an easy to use, low-cost service that can publicize your vacancies and services and facilitate placement of minorities and women.
- *J.O.B.* is a prompt service delivered by first-class mail every two weeks to quickly get the word out about your job vacancies.

Additional Services

Mailing Label Service. To personalize your outreach, purchase labels and send individualized recruitment mailings to candidates. Contact ICMA's mailing list manager for further information at 202/962-3559.

Display Advertisements. Highlight your job vacancies, community, or business services through display ads. For more information, call 202/962-3650.

All ads must be submitted in writing to: J.O.B./ICMA, 777 North Capitol St., NE, Suite 500, Washington, DC 20002-4201. Or fax your ad to 202/962-3500.

J.O.B. Cosponsors:

J.O.B. is cosponsored by ICMA, American Public Works Association, Conference of Minority Transportation Officials, Government Finance Officers Association, ICMA's Hispanic Network, International Personnel Management Association, National Forum for Black Public Administrators, National Association of Public Sector Equal Employment Officers, and Planning and the Black Community Division (APA). Newsletter/Bulletin (40741), \$12.00 annual subscription; Contact ICMA for classified and display advertising rates.



Urban Data Service (UDS)

When you're developing a budget justification, evaluating the potential results of a new concept, or writing reports and other information for elected officials or the public, it is helpful to be able to compare your jurisdiction to other local governments in your state, your region, or the country. ICMA's Urban Data Service gives you a

Top Value Package



If the business of local government is important to you, your clients, and your staff, you need reliable information on what local governments are doing, who's working where, and how programs and services compare among local governments. As a subscriber to the ICMA Top Value Package you'll get it all—the statistics, the articles, and the innovations—at a 33% savings!

Organized in seven easy-to-use publications, each resource is designed to meet your need for a range of information on a number of topics. You'll receive statistical information on local government operations that only ICMA collects, news of innovative local programs, and ideas on improving public service management. (Item no. 16934)

Here's what you'll get as a subscriber to the Top Value Package

An annual subscription includes	Individual Prices
monthly Management Information Service Reports	\$164.70
three Special Data Issues	\$89.25
three Baseline Data Reports	\$49.50
<i>The Municipal Year Book</i>	\$79.95
monthly <i>Public Management Magazine</i>	\$30.00
quarterly issues of <i>Guide to Management Improvement</i>	
<i>Projects in Local Government</i>	\$65.00
<i>biweekly ICMA Newsletter</i>	\$115.00
Total Retail Price	\$593.40
Less 33%+ Top Value Discount	\$194.40
Your Top Value Package Subscription Price: \$399.00	

ready resource for developing comparative data on a wide variety of important issues.

Baseline Data Reports. Subscribers receive three Baseline Data Reports presenting survey results from thousands of jurisdictions. Clear tables, charts, and graphs accompany explanatory text to enable you to quickly evaluate the state of the practice and/or long-term trends.

Customized Reports. If the reports you receive provide information you'd like presented in a different way, what you want is just a phone call away! Subscribers can request custom data tabulations or machine readable tapes and diskettes to do specialized analyses of ICMA's survey data for their own purposes. These resources are provided to subscribers at cost!

The Municipal Year Book. A year's subscription to UDS includes *The 1994 Municipal Year Book* when it is published next spring. *The Municipal Year Book* provides additional research articles as well as information on whom to contact in jurisdictions nationwide. (A complete description of *The 1993 Municipal Year Book* can be found on page 34 of this catalog.)

Three Special Data Issues are included each year. ICMA's Special Data Issues provide individual city and county responses to survey questions about local government activities and services. The format allows you to compare your government's programs with those of similar jurisdictions.

Annual subscription (17140), \$199.00. Individual Baseline Data Reports are available at \$16.50 and individual Special Data Issues at \$29.75

**Call 202-962-3620 to order your subscription today!
To order J.O.B. or HR Report, publications,
or training packages, call 1-800-745-8780.**

Community Relations

Annual Reports

This report helps local officials do the step-by-step planning that is necessary to make the annual report an effective communication tool. It reviews the annual report's purpose, its main components, ideas for effective design, and development and distribution issues.

1988. 13 pages. MIS Report (40105), \$13.95

Art in Public Places

Program manual for the Palm Desert, California, "Art in Public Places" program. Discusses the program's purpose and procedures. Includes sample ordinance.

1986. 6 pages. Clearinghouse Report (40295), \$13.00

Citizen Advisory Boards: Making Them Effective

This report identifies the issues that must be understood by board members before they begin their service and describes the responsibilities that board members must accept. It provides information for effective board orientations, for handling conflict resolution, and for developing training programs that can enable board members to be more effective.

1987. 11 pages. MIS Report (40101), \$13.95

Citizen Education

Reaching out to citizens with informative and educational programs is inexpensive and rewarding. This report describes several successful techniques used by local governments to encourage responsible citizen participation and support.

1991. MIS Report (40560), \$13.95

Citizen Surveys: How to Do Them, How to Use Them, What They Mean

A comprehensive look at citizen surveys. Describes the purposes of surveys and how they fit into the broader category of citizen participation, why they should and shouldn't be done, and what survey results mean. Offers detailed guidance on planning, designing, conducting, and reporting credible surveys. Provides average service ratings to be used as benchmarks for evaluating survey results. The average ratings are based on the integration of results from over 250 surveys conducted in U.S. communities over the past 10 years.

1991. 213 pages. Special Report (40462), \$38.00

Citizens' Guide to Preparing a Capital Improvements Plan

West Des Moines, Iowa's handbook for the Citizens' Advisory Committee on Capital Planning offers a 14-step approach to the planning process, information on needs analysis, and an inventory of potential methods and sources of capital financing.

1991. 24 pages. Clearinghouse Report (40722), \$13.00

Commissioner Handbook

San Juan Capistrano, California's material informing members of commissions, committees, and boards of their duties and responsibilities.

40 pages. Clearinghouse Report (40171), \$15.00

Committee Handbook

Lincoln, Massachusetts' handbook for citizen members of boards and committees. Contains an introduction to operations and procedures of the town's government and a description of the powers and responsibilities of each board and committee. Also covers legal considerations for elected officials.

25 pages. Clearinghouse Report (37575), \$13.00

Customer Service in Local Government

College Station, Texas' report on its customer service program highlighting successful changes in attitudes, systems, and structures that occurred during the first phase of implementation. Details organizational changes by departments.

1992. 109 pages. Clearinghouse Report (40721), \$17.00

Developing Exemplary Civilian-Military Relations

Discusses successful cooperation between communities and neighboring military installations in land-use planning, providing fire, police, and other operational services, and emergency management.

1988. 16 pages. MIS Report (40241), \$13.95

Educating Elementary Children about Local Government

Cupertino, California; Brentwood, Tennessee; and Virginia Beach, Virginia created coloring books to teach elementary school children about their respective local governments. Includes sample puzzles, word searches, and other activities used to teach city history, city organizational charts, department responsibilities, and more.

1990. 32 pages. Clearinghouse Report (40512), \$15.00

Elections Marketing Plan

San Diego, California's marketing strategy to focus awareness on district elections and to increase the turnout of registered voters in the city. Includes samples of leaflets, posters, ballot covers, press releases, primary election survey, and more.

1989. 53 pages. Clearinghouse Report (40606), \$17.00

Establishing Youth Councils

Winston-Salem, North Carolina's how-to packet on establishing a youth council. Includes definition of a youth council, and suggestions on how they can be organized. Also provides examples of projects sponsored by several youth councils in North Carolina, and presents the North Carolina State Youth Council.

1990. 28 pages. Clearinghouse Report (40513), \$13.00

NEW!

Footprints: Citizen Education on Environmental Practices

A citizen education brochure from Long Grove, Illinois, describing practices to conserve its rural environment. It covers conservation measures for citizens regarding garden maintenance, garbage disposal, composting, pond and wetlands preservation, water conservation, and wildlife protection.

1993. 8 pages. Clearinghouse Report (40793), \$11.00

A Framework for Citizen Participation: Portland's Office of Neighborhood Associations

Discusses the functions of a comprehensive citizen involvement system. Explains how to evaluate citizen participation programs and the role they play in neighborhood service delivery.

1986. 13 pages. MIS Report (38229), \$13.95

Investing in Our Future: A Handbook for Teaching Local Government

This handbook provides clear and succinct guidelines for setting up programs designed to teach local government to elementary and secondary school students. The guide outlines the steps needed to initiate a program—including contacting schools, writing program objectives, and deciding on methods of involvement. A brief discussion of educational methodology and sample lessons on local government allow those who are not professional educators to develop effective classroom presentations.

1990. 128 pages. (40474), \$15.00

Media Relations Manual

Claremont, California's media manual that assists city employees and council and commission members in developing successful working relationships with the media. Outlines a comprehensive policy governing dissemination of official city information. Includes specific guidelines for responding to media inquiries, what to do when contacted by the press, correcting information released by the media, and more.

1990. 35 pages. Clearinghouse Report (40562), \$15.00

Neighborhood Improvement Program

Monterey, California's manual that provides background, policies, and procedures of the city's neighborhood improvement program. Includes background information, ideas for sources of funding, suggested improvements, and property acquisition procedures.

1991. 20 pages. Clearinghouse Report (40601), \$13.00

NEW!

Neighborhood Service Delivery

Getting neighborhood residents involved in the planning and implementation of local government service delivery is the subject of this report. An in-depth case study from Hattiesburg, Mississippi, the 1992 winner of the U.S. Conference of Mayors Livable Cities Award, shows how early, disjointed efforts can be molded into a comprehensive neighborhood improvement program.

1993. 10 pages. MIS Report (40804), \$13.95



Practical Promotion: Strategies for Improving Services and Image

Looks at the powerful advantages of building promotion into all aspects of local government management, from service delivery to economic development. Explores opportunities to use promotional strategies for improving employee performance, communicating with citizens and encouraging construc-

tive participation, winning over factions hostile to local government programs, attracting tourists and business investment, and winning support from other levels of government for local programs. A rich source of ideas drawn from dozens of local governments that use marketing and promotion techniques to stretch resources, improve community relations, and build a stronger economy.

1991. 260 pages. Special Report (40675), \$36.00

Public Information: Educating and Communicating

A growing number of local governments allocate staff and money to information, education, and communication. This report discusses the responsibilities of the modern public information officer and presents several case studies of successful public information campaigns.

1991. 14 pages. MIS Report (40548), \$13.95

Request for Service Systems

Nine approaches local governments use to be responsive to citizen requests for services. Includes both centralized and decentralized approaches, some requiring little staff effort and others relying on computer communications and organizational changes. All systems provide valuable management information about the types of requests received, the length of time required for response, and citizen satisfaction with the services provided.

1989. 11 pages. MIS Report (40296), \$13.95

NEW!

Responsive Service Delivery: A Community Orientation for Problem Solving

An invaluable guide for local governments attempting to translate community-oriented policing or neighborhood service delivery concepts into action. Examples from eight jurisdictions demonstrate problem-solving approaches that are responsive to local circumstances, citizen needs, and opportunities for collaboration.

1993. 16 pages. MIS Report (40825), \$13.95

Solving Community Problems by Consensus

Explores the application of consensus decision-making to community issues. Considers when consensus programs are appropriate, presents the different forms they can take, and identifies common characteristics and phases. It presents lessons learned from community experiences and offers case examples.

1989. 15 pages. MIS Report (40350), \$13.95

Survey for Program Planning and Assessment

Montgomery County, Maryland's survey that represents action taken by the office of management and budget to assess citizens' perception of government services and programs, the county's image, and the conditions of neighborhoods.

65 pages. Clearinghouse Report (40618), \$17.00

Survey of Residents and Businesses

Summarizes the results of St. Louis Park, Minnesota, surveys that provided information on satisfaction with existing services, interest in proposed services, support for alternative ways to finance service delivery, and other issues.

1987. 58 pages. Clearinghouse Report (40106), \$17.00

A Unit on County Government

A teaching unit designed for third graders on Catawba County, North Carolina, government and its services. The unit includes lesson plans, various handouts, and suggested resources.

1990. 185 pages. Clearinghouse Report (40515), \$17.00

Council-Manager Plan

Citizens' Handbook on Retention of the Council-Manager Plan

A selection of resources including a handbook, annotated bibliography, and samples campaign materials designed for citizens, community leaders, and elected officials who are organizing local efforts to continue council-manager government.

1983. Paperbound (40231), \$10.95

Council-Manager Plan Video: "Good Government At Work"

This edited version of the popular *Vision for the Future* video, sponsored by the ICMA Endowment for the Profession, provides an excellent introduction to the structure and benefits of the council-manager form of government. *Good Government At Work* is a short, fast-paced video designed to promote and advocate the council-manager form to civic groups, citizen boards and commissions, and high school and college students. NOTE: Prepayment is required for purchase of videotapes.

1991. 12 minutes. 1/2" VHS format (40557), \$59.95

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Guide for Charter Commissions

This fifth edition outlines the role and responsibilities of charter review commission members, discusses the nature and philosophy of home rule, and offers advice on educating citizens about a completed draft charter. A National Civic League publication available through ICMA.

1991. 56 pages. Paperbound (40616), \$10.00

Handbook for Council Members in Council-Manager Cities, 4th edition

This National Civic League publication, which is available through ICMA, presents information about council-manager government operations for local government policy makers.

1989. 44 pages. Paperback (40318), \$12.50

Ideal and Practice in Council-Manager Government

H. George Frederickson, editor

Based on a conference on local government management and the council-manager plan, this collection presents new perspectives on the changing nature of the plan and the implications for the role of the manager and the future of the profession.

1989. 278 pages. Paperback (40338), \$22.95; ISBN: 0-87326-057-0

Local Government Managers: Styles and Challenges

Examines managers' styles, relationships to councils, workloads, rewards, and frustrations.

1987. 11 pages. Baseline Data Report (40047), \$16.50

Model City Charter

This seventh edition presents in the form of a legal document a general plan of municipal government based on the principles of the council-manager plan, including recent developments that reflect the evolution of council-manager government. A National Civic League publication available through ICMA.

1989. 110 pages. Paperback (40319), \$12.50

Model County Charter

This revised edition offers an update of the county council-county administrator form of local government that will appropriately meet the issues facing counties as citizens demand greater efficiency and responsiveness. A National Civic League publication available through ICMA.

1990. 100 pages. Paperback (40320), \$12.50

Responsive County Government Package

A packaged selection of articles and other published information designed to give citizens an overview of the benefits of professional county government and of the county administrator's role in bringing effective service delivery to the ever-changing county environment.

1990. Paperbound (40457), \$10.95

Responsive Local Government Package

Selection of articles, brochures, and monographs designed to give citizens an overview of the council-manager plan as well as specific examples of how the plan works in cities and counties throughout the U.S. and Canada.

Updated 1993. Paperbound (18325), \$10.95

Elected Officials

Committees, Commissions, and Boards

Citizen handbook from Thousand Oaks, California. Presents a statement of purpose, policies, and guidelines outlining the role, operation, and responsibilities of city committees. Covers citizen's role and authority, rules and regulations, guidelines, and conflict of interest statement. Includes sample application form and lists of city committees.

1991. 52 pages. Clearinghouse Report (40591), \$17.00

Council Committees

Analyzes the use of standing and ad hoc committees in the local legislative process. Based on an ICMA survey conducted in 1986.

1987. 12 pages. Baseline Data Report (40069), \$16.50

Councilmember Orientation

St. Petersburg, Florida's handout highlighting the role of the manager and council in a council-manager government. The handbook covers agenda preparation, the manager's workplan, and regulatory/administrative information council members need to know.

51 pages. Clearinghouse Report (40107), \$17.00

Elected Executives: Authority and Responsibility

Examines trends in mayors' voting power and veto authority, membership on council, and appointment powers.

1988. 9 pages. Baseline Data Report (40143), \$16.50

The Council-Manager Plan: Answers to Your Questions

Basic information for citizen groups, schools, and individuals.

1989. Brochure (10286). \$.35. Minimum order 25 copies.

The County Administrator Video

This video advocates the county administrator plan for small- to medium-size counties. Features elected county board members promoting professional management.

12 minutes. \$15.00. To order, call Mr. Mort McBain, Administrator, Marathon, WI, at (715) 847-5300.

Form and Adaptation: A Study of the Formal and Informal Functions of Mayors, City Managers, and Chief Administrative Officers

Examines the levels of authority among these three officials. Compares the authority of officials in council-manager and mayor-council forms of government. Covers budget responsibility, preparation of council agenda, responsibility for services, appointment and dismissal authority, and other functions.

1990. 12 pages. Baseline Data Report (40414), \$16.50

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Elected Officials Handbooks, 3rd edition

An ICMA best seller for more than a decade, the *Elected Officials Handbooks* help local elected officials effectively use their time and coordinate their goals to achieve short- and long-range goals. This set of 5 easy-to-use booklets leads the official or council member through the responsibilities and resources of their job, explains the difference between policy setting and administration, describes service delivery options, and reviews important internal functions like personnel management, hiring and evaluation of the chief administrator, and risk management. The coverage of goal setting, team-building, time management, and ethics will help elected officials become more effective policy makers and community leaders.

1988. Set of Five Handbooks (Sold in sets only) (40138), \$60.00 per set (sold in sets only); 2-6 sets \$48.00 per set; 7 or more sets \$45.00 per set. ISBN: 0-87326-936-5

Employment Agreements for Managers, Guidelines for Elected Officials

This publication discusses the importance of an employment agreement and explains how an agreement can benefit the local government.

1984. 18 pages. Paperback (36927), \$10.95

Intergovernmental Cooperation Handbook

A guide to planning, organizing, and initiating programs that involve more than one local government. Explains how cooperation improves effectiveness and efficiency of services, describes types of cooperation, discusses how to allocate costs, and examines opportunities for cooperation, including police, recreation, code enforcement, and solid waste management services. Prepared by the Pennsylvania Department of Community Affairs.

1990. 47 pages. Clearinghouse Report (40607), \$17.00

Introduction to Tukwila City Government

Tukwila, Washington's booklet used to orient new council members and employees. Highlights city facilities, services, and key staff, as well as council duties and responsibilities, parliamentary procedures, and public disclosure issues.

53 pages. Clearinghouse Report (40108), \$17.00

Municipal Election Processes: The Impact on Minority Representation

Analyzes the prevalence of different electoral systems and examines minority representation on the council in relation to electoral systems.

1988. 11 pages. Baseline Data Report (40082), \$16.50

Orientation for Elected Officials: A Guide to Program Development

Bringing council and board members up to speed as quickly as possible and helping them work as a productive team is one of the manager's most important tasks. This report outlines the basics of an effective orientation program, drawing on examples from a number of local governments.

1991. 17 pages. MIS Report (40647), \$13.95

Planning a Council Chamber

Examines options for remodeling or restoring an existing council chamber, or designing a new chamber.

1983. MIS Report (34487), \$13.95

NEW!

Profile of the City Council, 1991

Based on survey results; covers size of council; method of election, partisanship on the ballot; and type, length, and limit of term. The methods of filling council vacancies, frequency of council meetings, and payment for services are also discussed in this report. Information gathered on race, ethnicity, and gender of council members as well as on their levels of education is compared to data from the 1986 survey.

1992. 12 pages. Baseline Data Report (40755), \$16.50

Recruitment Guidelines for Selecting a Local Government Administrator

Practical suggestions for those responsible for selecting the appointed chief management executive.

1987. 39 pages. Paperback (40085), \$10.95

Strategic Issue Management: Improving the Council-Manager Relationship

Discusses how managers can use the techniques of strategic planning to enhance their council's role in policy formulation and to build a stronger working relationship with their council.

1986. MIS Report (37915), \$13.95

Today's Local Policy Makers: A Council Profile

Discusses council characteristics such as gender, education, and occupation, as well as electoral issues, number of meetings, and council staff functions. Based on 1986 survey.

1988. Baseline Data Report (40126), \$16.50

NEW!

Use of Council Committees in Local Governments

Examines the use of standing and ad hoc council committees. Focuses on membership, quantity, and type of legislative business.

1993. Baseline Data Report (40821), \$16.50

Finance

The ABCs of Risk Management

An ounce of prevention is worth a pound of cure. This report describes the five steps of the risk management process: risk identification and analysis, definition of risk treatment options, selection of treatment measures, implementation, and evaluation. Three case studies show risk management plans in action.

1991. 19 pages. MIS Report (40667), \$13.95

Accounting Procedures and Internal Control Manual

Ottawa Hills, Ohio's accounting procedures and internal control manual contains standardized procedures for accounting and administrative employees. The manual translates broad control and accounting objectives into more specific objectives that relate to the following common cycles of operational activities: purchases/payables, payroll/personnel, cash management, financial reporting, computer controls, work duties/organizational contracts, contracts/insurance, and income tax.

1989. 118 pages. Clearinghouse Report (40379), \$17.00

NEW!

Allocating Resources for Human Services

This report is written for local governments that provide funds for human services delivered by private (third-party) providers. Examples gathered from 20 local governments illustrate the issues involved, how to avoid pitfalls, and how to develop a formal policy that results in effective services.

1993. 24 pages. MIS Report (40824), \$13.95

Analyzing Services to Balance the Budget

Describes process for creatively examining options for reducing expenditures. Discusses identification of alternatives, criteria for decision-making, creative personnel management, management of the demand for services, and the politics of service reduction. Case studies of cost-cutting efforts are included from Leavenworth, Kansas; Dayton, Ohio; and Indio, California.
1991. 17 pages. MIS Report (40666), \$13.95

The Budget as a Communication Tool

The budget proposed by the manager to the governing body represents the staff's best effort at translating legislative priorities into programs and communicating all the implications of policy decisions for operations and capital programs. This report reviews budgets that communicate well and focuses on five key issues: the budget process, the manager's letter of presentation, communication with the council, communication with citizens, and presentation of revenue and debt management information.
1988. 17 pages. MIS Report (40127), \$13.95

NEW!

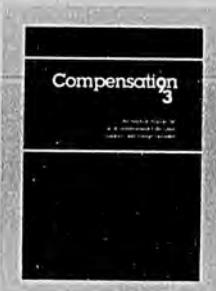
Capital Improvement Financing, 1991

Describes the types of infrastructure financing methods used by local governments and examines factors that determine the type of financing selected. Covers methods of shifting capital costs. Based on survey results.
1992. 11 pages. Baseline Data Report (40760), \$16.50

Capital Projects: New Strategies for Planning, Management, and Finance

John Matzer, Jr., editor
Suggests successful techniques for capital planning, programming, and financing, including needs assessment, priority setting, and innovative capital financing techniques. Includes charts, checklists, forms, and other practical tools that can be incorporated into local capital improvements programs.
1989. 240 pages. Practical Mgmt. Series Paperback (40345), \$22.95; ISBN: 0-87326-059-7

NEW!



Compensation 93: An Annual Report on Local Government Executive Salaries and Fringe Benefits

Details the 1992 salaries of officials in nearly 7,000 local governments and provides 1991 data on fringe benefits. Salary information is presented for city and county managers, chief administrative officers, councils of governments directors, assistant managers, police chiefs, fire chiefs, finance directors, parks and recreation directors, and public works directors. Salaries of officials can be compared among governments and compared by state, region, and jurisdiction size. Presents data by jurisdiction size and geographic division on more than 25 different fringe benefits received by local government managers.
1993. 300 pages. (40770), \$180.00 (ICMA members, \$125.00); ISSN: 0732-5282

Developer Financing: Impact Fees and Negotiated Exactions

This report looks at an increasingly popular method for financing capital facilities: charging private developers through impact fees and other exactions to cover the costs of providing or improving facilities to serve their new developments. It explains the developer financing options available to local governments, how to design an impact fee program, and the legal environment for developer financing. Two local impact fee programs are discussed.
1988. 15 pages. MIS Report (40140), \$13.95

Establishing a Real Estate Asset Management System

Explores the local government's dual role as a real estate user and investor. Discusses the sometimes conflicting needs of operating departments, neighborhood residents, and the business community and describes a system that can help the local government make rational decisions about the real estate assets it holds. Includes two case studies.
1989. 12 pages. MIS Report (40288), \$13.95

Establishing the Cost of Services

Illustrates how local governments use cost center analysis to help recover the costs of providing services. Explains cost center budgeting, the foundation for establishing the cost of services, and presents case studies.
1990. 26 pages. MIS Report (40425), \$13.95

Evaluating Financial Condition: A Handbook for Local Government, 2nd edition

Uses information you already collect for financial planning and management purposes to help you develop easy to understand graphs that show: the effect of intergovernmental mandates on spending flexibility, the real cost of deferred maintenance, the accumulation of unfunded liabilities, and the effects of inflation. Helps you assess how internal management practices and legislative policies—as well as external demographic and economic forces—affect your local government's financial health.
1986. 198 pages. Spiral bound (37567), \$55.00

Evaluation of Fiscal Condition and Financial Indicators

Clearwater, Florida's report on its financial trend projections. Based on ICMA's *Evaluating Financial Condition* handbook, with additional financial condition indicators developed by the city's budget office.
94 pages. Clearinghouse Report (40109), \$17.00

NEW!

Financial Aspects of Police Liability

Reviews court decisions that have implications for municipal liability and the incidents that result in damage claims against local governments. Examines damages sought, settlements awarded, and the costs of legal counsel. Offers recommendations for minimizing municipal liability.
1993. Baseline Data Report (40773), \$16.50

Financial Trend Monitoring System 1987

Centerville, Ohio's annual report on the city's financial trends and fiscal health. Based on ICMA's *Evaluating Financial Condition* handbook.
46 pages. Clearinghouse Report (40110), \$17.00

48

Fundraising by Local Governments

Lists local governments that raise funds for projects and the type and cash value of the contributions received.

1988. 28 pages. Special Data Issue (40121), \$29.75

General Obligation Bonds

A financial summary by Tempe, Arizona, detailing the financial program, capital improvements plan funding levels, and the debt management program.

1992. 56 pages. Clearinghouse Report (40724), \$17.00

Impact Fees: Issues and Case Studies

U.S. communities have used impact fees to finance major capital projects for several years, even in states where the legality of these fees is questionable. This report discusses the issues involved in charging developers impact fees and provides case studies from the Kansas City metropolitan area, from a Florida county, and from a small town in Wisconsin.

1991. 16 pages. MIS Report (40688), \$13.95

NEW!

Local Government Infrastructure Financing

Lists, by state, the responses of individual jurisdictions to survey questions about forms of financing, types of impact fees levied on developers, cost-shifting methods, and short-term financing mechanisms. Text describes aggregate data broken out by population groups and geographic divisions.

1993. 39 pages. Special Data Issue (40800), \$29.75

Long-Term Financial Planning: Creative Strategies for Local Government

Jeffrey I. Chapman, editor

Examines creative ways to stimulate long-term economic growth through attracting and nurturing new companies and developing international markets; presents capital budgeting strategies; explains the importance of sound, systematic forecasting; and surveys potential future revenue sources.

1987. 220 pages. Practical Mgmt. Series Paperback (38733), \$22.95; ISBN: 0-87326-076-7

Management Policies in Local Government Finance

J. Richard Aronson and Eli Schwartz, editors

Shows how to improve the accuracy of forecasting and budgeting; implement accounting, reporting, and auditing systems; increase local

revenues by better tax administration and sound user charges; identify worthwhile capital projects; and maximize local resources by sound cash and inventory management, procurement practices, insurance coverage, and investment policies.

1987. 465 pages. Municipal Mgmt. Series Hardback (38954), \$39.95; ISBN: 0-87326-975-9

Maximizing the Collection of City Revenues

Describes productivity enhancement initiatives that Newark, New Jersey, implemented in the water/sewer accounting division and traffic violations bureau to improve revenue streams from user fees and fines.

17 pages. Clearinghouse Report (40310), \$13.00

Multi-Year Budgeting

Presents case studies explaining how local governments can get the most mileage possible out of the budgeting process. One case study discusses a budget process guided by community values. The second discusses a biannual budgeting process linked to 2-year council objectives. The third looks at how to make 3-year budget projections.

1984. MIS Report (35572), \$13.95

Municipal Bonds

Explains the types of bonds commonly used by local governments. Covers the steps involved in designing a bond issue, and looks at the importance of credit ratings, appropriate maturity structures, and call provisions. Trends and innovations in municipal debt financing are highlighted, and the effects of the 1986 Tax Reform Act are discussed.

1987. 20 pages. MIS Report (40074), \$13.95

Municipal Budgetary Practices

Examines differences and similarities in budget processes, the roles of population and form of government in determining the budget process used, and the types of information obtained through budget processes.

1986. 13 pages. Baseline Data Report (38695), \$16.50

Municipal Budgeting and Productivity

Describes how computers improve local governments' ability to budget and manage their finances, and how computer use has affected productivity. Compares results of surveys conducted in 1985 and 1988.

1989. 13 pages. Baseline Data Report (40282), \$16.50

Operational Audit Report: Cash Management in the Recreation Department

Cincinnati, Ohio's findings on the department's decentralized collection activities and recommended improvements. Includes program activity questionnaire, fund flow chart with an outline explaining the process, a self-audit guide and worksheet for cash management, and relevant city codes and administrative regulations.

59 pages. Clearinghouse Report (37591), \$17.00

Performance Auditing for Local Government

Explains performance audits and how they can help managers. Discusses the development of performance standards, the location of the audit function in the organization, and staffing requirements. Case studies illustrate the use of performance auditing in three communities.

1989. 21 pages. MIS Report (40243), \$13.95

Policy and Procedures on Requests for Financial Assistance

Thunder Bay, Ontario's procedures designed to help local nonprofit organizations seeking financial assistance structure their requests to the city council.

43 pages. Clearinghouse Report (40170), \$15.00

Practical Financial Management: New Techniques for Local Government

John Matzer, Jr., editor

Shows how to evaluate financial condition, formulate written financial policies, assess financial practices and municipal services, conduct revenue surveys, improve revenue collection and forecasting, set priorities for capital programming and financing, and improve local government purchasing.

1984. 207 pages. Practical Mgmt. Series Paperback (35181), \$22.95; ISBN: 0-87326-043-0

Private Funds: Public Projects

Analyzes the organizational structure and methods used in fundraising by local governments. Based on a nationwide survey.

1988. 11 pages. Baseline Data Report (40142), \$16.50

Public Officials Liability

Looks at public officials' claim susceptibility using data collected in 1988. Monetary damages sought and paid, the number of claims by claimant and per defendant, the precipitating circumstances, and legal defense costs are among the topics covered.

1989. 10 pages. Baseline Data Report (40312), \$16.50

49

Public Officials Liability Insurance: Understanding the Market, 2nd edition

This report, based on a survey of local governments, explores the changes in the liability insurance market during the past decade and describes current practice in U.S. cities, towns, and counties. The report looks at the circumstances that precipitate liability claims, including public safety issues, and links them to final damages awarded and legal expenses. The text is complemented by numerous charts and graphs that make clear the important trends in public officials liability insurance.

1990. 86 pages. Special Report (40362). \$38.00

Rebudgeting in Larger U.S. Municipalities

Examines the pros and cons of rebudgeting as both a practical and a political tool. Based on a survey that gathered data on the processes, restrictions, and authority involved in decisions to rebudget.

1992. 20 pages. Baseline Data Report (40735). \$16.50

Recycling CDBG and UDAG Funds

A series of case studies of communities that have created programs to maximize public investment by re-investing and leveraging funds that are returned to CDBG and UDAG programs. Case studies cover: community development, housing improvements, and economic development.

1990. 30 pages. Clearinghouse Report (40511). \$13.00

A Revenue Guide for Local Government

Robert L. Bland

Describes each major source of local government revenue, its importance in financing local services, its advantages and disadvantages, political and policy issues affecting its design and adoption, recommendations for building public support, and administrative issues involved in levying and enforcement.

1989. 197 pages. Paperback (40193). \$32.00; ISBN: 0-87326-080-5

Rightsizing Financial Plan Summary

A summary report from Corvallis, Oregon, on rightsizing and balancing the budget. Includes structure and financial status reports on Corvallis, outlines and tables of rightsizing plans and phases, and evaluation of the effects of budget balancing efforts.

1991. 81 pages. Clearinghouse Report (40684). \$17.00

NEW!

Strategic Budgeting: A Guide to Financial Stability

It is difficult for officials in small and medium-sized communities to achieve long-term goals in the face of financial and political crises that arise during the budgeting process. Written by two experts in municipal budgeting, this report takes the reader step by step through the formulation of long-range goals, the connection between the budget and the goals, and the development of a budget document that accurately reflects current programs, community needs, government resources, and external circumstances. The report includes the new GFOA Budget Award criteria.

1993. 20 pages. MIS Report (40826). \$13.95

Tax Increment Financing and Available Strategies

This report examines Ramsey County, Minnesota's policy regarding tax increment financing, reviews current laws, discusses current issues involving tax increment financing, evaluates the impact of tax increment financing, and makes recommendations.

1990. 73 pages. Clearinghouse Report (40596). \$17.00

NEW!

Tax Rebates and Tax Differentials: Issues and Alternatives

A study to help officials negotiate a tax rebate or tax differential between Oakland, Maryland and Garrett County, Maryland. Includes four formulas to measure tax inequity or the value of municipal operations to the county and explanations for each alternative. Appendices provide a detailed financial breakdown of county expenditures and revenues under each scenario.

1993. 42 pages. Clearinghouse Report (40788). \$15.00

NEW!

User Fees: Current Practice

Describes the different kinds of fees currently being used by local governments as alternatives to taxation, discusses their legal foundation and advantages and disadvantages, and explains how to analyze costs as well as economic and policy considerations before setting fees. Provides comprehensive case study examples, detailing procedures for implementing and updating user fees and giving examples of fees and how they are employed, not only to raise revenue but also to control demand.

1992. MIS Report (40775). \$13.95

Using Graphs to Present Financial Information

Describes graphs that can be produced with commonly used micro-computer spreadsheet programs to enhance the presentation of financial information in documents. The do's and don'ts of graphing are illustrated, along with the elements of good graphic design and common problems encountered. Includes a comprehensive bibliography.

1989. 15 pages. MIS Report (40261). \$13.95

Fire Services

See Police and Fire Services/Public Safety

Human Services

NEW!

Allocating Resources for Human Services

This report is written for local governments that provide funds for human services delivered by private (third-party) providers. Examples gathered from 20 local governments illustrate the issues involved, how to avoid pitfalls, and how to develop a formal policy that results in effective services.

1993. 24 pages. MIS Report (40824). \$13.95

NEW!

Comprehensive Planning to End Homelessness: Four Approaches

Reports from four communities—Portland, OR; Seattle, WA; Columbus, OH; and St. Louis, MO—that describe comprehensive planning efforts to mitigate and prevent homelessness. Each community presents a different approach and solution, including housing, advocacy, and employment initiatives. These materials offer models for presenting an action plan on homeless issues to the community.

1992. 85 pages. Clearinghouse Report (40751). \$17.00

Day Care Services

A report by Milwaukee, Wisconsin, on day care needs. Highlights effective programs in the county and elsewhere and proposes a set of specific public and private initiatives to meet the needs of employers and families in the county.

26 pages. Clearinghouse Report (40308). \$13.00

50

Human Services on a Limited Budget

Robert Agranoff, editor

Helps local managers determine how to pay for the human service needs of their citizens—how to take care of the homeless, the elderly, the disabled, and dependent children. It addresses the shift in emphasis from growth to management in the area of human services and identifies new ways to staff and manage human services programs.

1983. 240 pages. Practical Mgmt. Series
Paperback (31119), \$22.95;
ISBN: 0-87326-038-4

Local Initiatives for Child Care

For employers, including local governments, high-quality child care for employees means lower absenteeism and higher productivity. This report presents four case studies of local government initiatives in child care.

1989. 16 pages. MIS Report (40357), \$13.95

Local Public Library Administration, 2nd edition

A guide to working with local library personnel to develop programs, resources, and services that will meet the changing needs of the community.

1981. 260 pages. Hardback (Order from The American Library Association, 50 E. Huron St., Chicago, IL 60611, Attention: Order Department, (312) 944-6780), \$22.50

NEW!



A New Approach to Homelessness: A Guide for Local Governments

This comprehensive guidebook is designed to help local government managers review homelessness in your community and formulate a plan to address your own community's unique situation. Shows how to facilitate a collaborative system of services among public and private service providers and intergovernmentally, and how to use the existing social service structure to prevent homelessness. It especially focuses on the needs of small and mid-sized communities that may not have been exposed to the problem to the same extent as large cities.

1993. (40774), \$14.95

NEW!

Programs for Youth at Risk

Many social and economic problems cluster around academic failure. Three case studies describe how Sarasota, Florida; the county of Fresno, California; and Charlotte, North Carolina; have focused community resources on assuring assistance and support for children at risk of academic failure and subsequent poverty.

1992. MIS Report (40750), \$13.95

Strategies for Reducing Homelessness

Presents a comprehensive approach to reducing homelessness. Effective programs are described and suggestions discussed for developing a comprehensive plan. Focuses on provision of day shelter, transitional programs, and prevention.

1990. MIS Report (40501), \$13.95

Information Systems/Technology Management

Many of the Clearinghouse Reports in this section are made available through the joint efforts of ICMA and Public Technology, Inc. (PTI). We wish to thank PTI for sharing these reports. PTI is the technology research arm of ICMA and the National League of Cities. For information about PTI, call (202) 626-2400, or write to PTI, 1301 Pennsylvania Ave., N.W., Washington, DC 20004.

Bar Codes for Furniture Inventory

Describes Arlington County, Virginia's inventory needs, how bar code technology works, what kinds of equipment and software are needed to run a bar code inventory system, and the costs. Lists planning questions and information sources on bar coding.

10 pages. Clearinghouse Report (40028), \$11.00

Communication and Information Master Plan

Guidelines for developing, evaluating, and managing a long-term plan to improve San Diego, California's electronic and information processing systems. Establishes directives for the city manager, department directors, and data processing departments regarding: system organization, utilizing human resources and user training, maximizing efficiency, responding to customer needs and establishing quality customer service, standardizing access, and troubleshooting.

45 pages. Clearinghouse Report (40621), \$15.00

Computer Mapping, Design, and GIS Options

Arlington County, Virginia's recommendations for a comprehensive geographic information system, including computer mapping and computer aided drafting and design technology. Report includes an overview of mapping, design, and geoprocessing functions; a technology review; the county's requirements; implementation issues; and long-range planning tasks.

88 pages. Clearinghouse Report (40321), \$17.00

Computer Use in Municipalities: The State of the Practice, 1988

Describes the results of a survey of over 5,000 municipal employees, ranging from elected officials and managers to clerks and secretaries. Report covers employees' jobs and experiences with computers, the effects of computing on job performance, and the effect of computing on the character of work.

1989. 9 pages. Baseline Data Report (40268), \$16.50

Data Processing Security Policy and Data and Information Security Guidelines

The policy of Honolulu County, Hawaii, outlines general responsibilities and safeguards, scope of data security, and staff roles. Guidelines cover such areas as security compliance, hardware and software resources, passwords, personnel ID codes, access, data ownership, and the process used for evaluating who is using which equipment for what purposes.

19 pages. Clearinghouse Report (40019), \$13.00

Data Processing User Procedure

Winter Haven, Florida's steps for using data processing services. Outlines procedures such as scheduling document production services, initiating service modifications or programming corrections, and requesting computer hardware and software.

15 pages. Clearinghouse Report (40017), \$11.00

Developing a Geo-Based Mapping System

Santa Ana, California's experience with developing a geo-based mapping system at minimal cost. Discusses how the city used consultants effectively; describes various geographic information systems available.

10 pages. Clearinghouse Report (40186), \$11.00

51

Employee PC Purchase Program

Southfield, Michigan, offered interest-free loans to help employees purchase home computers, believing that this would facilitate productivity at work. This information package was provided to assist potential employee PC purchasers in choosing equipment. Includes steps to follow for system acquisition, the city policy on PC purchase by employees, wage withholding agreement, and computer equipment request form.

1989. 25 pages. Clearinghouse Report 40386, \$13.00

Ergonomic Training

Arlington County, Virginia's report on a pilot program to help employees avoid health problems that can result from regular computer use. Includes a cost-benefit analysis of ergonomic training and offers ergonomic tips for workers.

11 pages. Clearinghouse Report (40189), \$11.00

Information Master Plan

Little Rock, Arkansas' in-depth plan for upgrading the city's computer-based information systems. Documents problems, provides policy guidelines for improving information management, sets priorities for applications and equipment needs, and makes implementation recommendations.

70 pages. Clearinghouse Report (40031), \$17.00

Information Master Planning Sampler

Three local governments' (Sarasota, Florida; Mercer Island, Washington; and Genesee County, New York) plans for evaluating information and technology needs, developing management processes for efficiently linking information and technology needs throughout local government, and defining methods to meet these needs. Details the processes used by these communities to develop their plans for future use and management of information and technology.

52 pages. Clearinghouse Report (40400), \$17.00

Linking Equipment Use to Organizational Goals

Phoenix, Arizona's plan for linking technology (computers, telephones, data communications, etc.) with organization's goals. Reviews the process used to develop the plan as well as implementation strategies.

48 pages. Clearinghouse Report (40399), \$17.00

The Local Government Guide to Geographic Information Systems: Planning and Implementation

Presents the basics every manager must know about geographic information systems. Public Technology, Inc. did the research and compiled the guidebook with the help of dozens of experienced practitioners. The key issues identified for the local government manager to consider include cost-benefit justification, critical success factors, the role of elected and appointed officials, needs assessment, finance and timing, and procurement and implementation.

1991. 126 pages. Special Report (40504), \$32.00

Marketing Local Government Software

Hennepin County, Minnesota's experience with selling the marketing rights for its government-developed software to a vendor. Contains information on the relevant state legislation, a request for vendor proposals, and samples of information used to select a vendor.

45 pages. Clearinghouse Report (40187), \$15.00

Microcomputer Usage Guidelines

Phoenix, Arizona's staff handbook provides general guidelines for microcomputer use. Covers departmental responsibilities, standards for hardware and software purchase, functions of the user support center, microcomputer acquisition guidelines, and data system security and access guidelines.

40 pages. Clearinghouse Report (40018), \$15.00

Microcomputers and Local Government, 3rd edition

Donald F. Norris, author

Provides basic information on how to determine appropriate uses of microcomputers in the local government workplace and how to choose appropriate systems. Provides specifics on procurement steps, hardware and software evaluation, and sample specifications for requests for proposals. Discusses issues to be considered, such as compatibility, expandability, and functional limitations, and the effects on workers of microcomputer use. Examines data communications: methods, hardware and software requirements, and benefits and limitations.

1989. 143 pages. Paperback (40315), \$24.00

Micrographics Analysis

Anaheim, California's analysis of micrographics systems including microfilm and microfiche, image transmission, and optical disk. Examines the advantages and disadvantages of each system and how they would fit the needs of the city's police department. Includes a survey of 14 vendors and their systems.

48 pages. Clearinghouse Report (40027), \$17.00

MicroSoftware News

This monthly newsletter is devoted exclusively to microcomputer and telecommunication applications for local governments and public agencies. *MicroSoftware News* offers readers the most up-to-date software and microcomputer innovations and information to make your local government's operations quicker and easier. Features listings of microcomputer software packages designed for local governments, case studies of creative ways local governments use computers and communications technology, and management articles.

(34541), \$130.00 annual subscription

Procuring Computers and Communication Systems

Discusses the managerial, technical, and economic issues associated with acquiring computers, communications equipment, and office systems. Contains case studies and checklists for planning and acquisition.

1989. 12 pages. MIS Report (40316), \$13.95

Proposal for a County-Wide Geographically Based Information System

Examines the capabilities and possible benefits of using a geobased system to handle the information needs of Arlington County, Virginia. Includes extensive recommendations for implementing an integrated system.

53 pages. Clearinghouse Report (40036), \$17.00

Request for Building Inspection Subsystem

Describes Dallas, Texas' computerized system that allows contractors to request a building inspection by using ordinary tone-generating phones as data entry terminals. Discusses system features, hardware and software components, how the system was integrated into the city's overall computer network, costs, and service benefits.

12 pages. Clearinghouse Report (40034), \$11.00

52

RFPs for Computer-Aided Dispatching

Fort Collins, Colorado, and Wichita/Sedgwick County, Kansas' specifications for computer-aided dispatching systems. Both proposals describe the type of functions to be performed and the local governments' hardware and software requirements.

82 pages. Clearinghouse Report (40188), \$17.00



Software Reference Guide 1993

ICMA's comprehensive, up-to-date directory of software for local government applications. Describes over 900 software programs for non-IBM as well as IBM minicomputers and microcomputers. Gives information on functions, operating systems, price, related systems, support, demos, and vendors. Resource section lists publications, databases and networks, and organizations useful to local government computer users. Vendor and application indexes.

1993. 472 pages. Paperback (40705), \$45.00

Telecommunications 2000

Discusses Long Beach, California's telecommunication system and the effects of a totally integrated city-wide telecommunications network. Offers recommendations on planning a new telecommunications system, looking at organizational structure issues, financing, training, security, decentralization, and public participation.

36 pages. Clearinghouse Report (40026), \$15.00

Trends in Municipal Information Systems

Examines trends in the extent, organization, allocation of resources, applications, and rates of change in local government computer usage between 1975 and 1985.

1986. 11 pages. Baseline Data Report (38563), \$16.50

Using Graphs to Present Financial Information

Describes graphs that can be produced with commonly used micro-computer spreadsheet programs to enhance the presentation of financial information in documents. The do's and don'ts of graphing are illustrated, along with the elements of good graphic design and common problems encountered. Includes a comprehensive bibliography.

1989. 15 pages. MIS Report (40261), \$13.95

Voice Mail: Report of Pilot Results

Summarizes Arlington County, Virginia's test of a digital voice, store, and forward system (voice mail) for its employees. Describes the system's features and applications, and provides survey results, by department, of employees' use of voice mail and their likes and dislikes.

14 pages. Clearinghouse Report (40025), \$11.00

International Management

Improving Municipal Capabilities in El Salvador

After years of conflict, municipalities in El Salvador are being asked to assume new responsibilities that have minimal experience in delivering public services or involving citizens in the process of democracy. These communities also face enormous financial difficulties. This U.S. Agency for International Development (USAID)-funded report documents a number of these issues, provides case studies of Salvadoran cities, and offers recommendations for possible assistance.

1993. Clearinghouse Report (40840), \$17.00

Privatizing Solid Waste Management Services in Developing Countries

Contains the proceedings of a USAID-funded seminar on solid waste services around the world in which leading experts from the public and private sector share experiences and recommendations. This document provides detailed assessments of privatization initiatives, concrete suggestions for improving solid waste services, and lessons learned from the private sector.

1992. Clearinghouse Report (40841), \$17.00

Property Tax in Poland: A Framework for Development

As part of a USAID-funded project in Poland, a team of consultants developed a draft law on real property taxation in Poland and a manual that provides general recommendations for the administration of such a tax. The report, which also includes extensive analysis, is a valuable document for anyone interested in property tax issues, especially as they concern the fragile economies of the emerging democracies in Eastern Europe and the former Soviet Union.

1993. Clearinghouse Report (40843), \$17.00

Urban Development in Poland

A review of critical concerns in the area of land management, infrastructure finance, housing, and municipal management for three cities in Poland. The report was compiled as part of a USAID-funded program and includes recommendations for possible assistance to these cities. The report includes case studies of each city and is an excellent source of information on urban development in Poland.

1993. Clearinghouse Report (40842), \$17.00

Local Government Management

The ABCs of Risk Management

An ounce of prevention is worth a pound of cure. This report describes the five steps of the risk management process: risk identification and analysis, definition of risk treatment options, selection of treatment measures, implementation, and evaluation. Three case studies show risk management plans in action.

1991. 19 pages. MIS Report (40667), \$13.95

Administering Professional Service Contracts

Report from Multnomah County, Oregon, that focuses on professional services contract administrative controls, which influence how effectively the county's contracting resources are utilized. Proposes a contract administration unit to better define and coordinate implementation of minimum county-wide contract administration standards.

1990. 68 pages. Clearinghouse Report (40593), \$17.00

Administrative and Management Services—How They're Delivered Today

Lists individual cities and counties and the ways in which they provide data processing and other support functions such as tax bill processing, tax assessing, delinquent tax collection, labor relations, title record/plat map maintenance, and legal services. Based on 1988 survey data.
1989. 40 pages. Special Data Issue (40298), \$29.75

Advanced Supervisory Practices
John Matzer, Jr., editor

The complete guide for today's supervisors. Shows how to maximize employee performance, manage conflicts effectively, supervise project teams, encourage employee development, and manage and foster diversity. Chapters also cover motivation, employee development, project management, influence and persuasion, ethics in the workplace, and managing the supervisor's job.
1992. 196 pages. Municipal Mgmt. Series (40719), \$29.95; ISBN: 0-87326-087-2

Effective Communication: Getting the Message Across
David S. Arnold, Christine S. Becker, and Elizabeth K. Kellar, editors

Filled with ideas that can be cross-checked with what is done in your community, this book provides the setting, guidelines, and examples for effective work with individual citizens, citizen associations and neighborhood groups, elected officials, news reporters, writers, printers, and fellow employees.
1983. 240 pages. Municipal Mgmt. Series Paperback (31364), \$28.95; ISBN: 0-87326-029-5

The Entrepreneur in Local Government
Barbara H. Moore, editor

Examines the entrepreneurial outlook and the conditions that foster innovation. It suggests fresh ways of looking at public services and their pricing and presents case studies of projects implemented by local governments. It is a valuable collection of examples and ideas for cities and counties.
1983. 214 pages. Practical Mgmt. Series Paperback (32212), \$22.95; ISBN: 0-87326-039-2

Goal Setting in Local Government

Discusses the benefits of goal setting and explains how to get started, how to assess needs and determine priorities, how to resolve disputes, and how to evaluate success. The report considers goal setting at every level, from its use as a community-wide activity to forge long-term development goals, to its role in motivating the individual employee.
1989. 10 pages. MIS Report (40267), \$13.95

NEW!



The Effective Local Government Manager, second edition
Charldean Newell, editor

Focuses on the role of local public executives as leaders. Discusses what managers do and how they can do it more effectively as they interact with a diverse community, the governing body, local government employees, and other governments. Covers developing and implementing policy, improving productivity, strategic planning, economic development, conflict resolution, and the manager's career. Draws on the experience of seasoned local government executives and offers numerous real-world examples.
1993. 320 pages. Hardback (40806), \$39.95; Paperback (40807), \$28.95. Hardback ISBN #: 0-87326-090-2; Paperback ISBN #: 0-87326-091-1

The Guide to Management Improvement Projects in Local Government

This outstanding resource provides subscribers with case studies of innovative, effective solutions to local government problems. Each quarter you'll receive 50 executive program summaries describing creative, cost-saving strategies and ideas in the areas of public safety, budgeting, personnel, economic development, environmental management, and more. Each case study gives you the contact person's address and phone number, putting an information network at your fingertips! *The Guide* comes in a three-ring binder with a set of seven subject dividers and a cumulative index. New subscribers beginning mid-year receive all back issues plus *The Guide* binder.
Annual Subscription (Jan.-Dec.) (35041), \$65.00

NEW!

Changing the Organization: Sedgwick County's Story

Describes the strategic planning process used by the top management and elected officials of Sedgwick County, Kansas, to improve the organization's customer service, to set goals that can drive budget decisions, and to transform internal working relationships.
1992. 17 pages. MIS Report (40764), \$13.95

Competitive Services: New Revenue Opportunities

Many communities earn needed revenues by "selling" services in competition with the private sector. Information, infrastructure, and comprehensiveness are all keys to the ability of local governments to offer services that no private contractor can hope to duplicate. Case studies illustrate the variety of local government services that can be truly competitive.
1990. MIS Report (40459), \$13.95

Effective Supervisory Practices: Better Results Through Teamwork

This popular book teaches supervisory management with special attention to motivating employees, managing change, and developing leadership skills. Also covers communication skills and the local government budget. Includes 58 illustrations prepared especially for this book.
1984. 216 pages. Municipal Mgmt. Series Paperback (35092), \$28.95; ISBN: 0-87326-042-2

Helping The Troubled Work Group

In times of fiscal stress, ordinary workplace problems can escalate and hurt productivity just when it is most important to maintain or increase productivity. This thoughtful report discusses the role of the manager in diagnosing the troubled work group, finding the right facilitator, and working with the facilitator to help the group bring its problems under control.
1992. MIS Report (40737), \$13.95

NEW!

Coping in Tough Times

The Ontario Municipal Administrators Association's report on a survey of 25 Ontario municipalities. Each municipality submitted its strategies for maintaining levels of service during a severe recession, including hiring freezes, contracting out, and more aggressive marketing of municipal facilities.
1992. 33 pages. Clearinghouse Report (40744), \$15.00

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Improving Internal Processes: Focus on Quality

Describes internal improvement programs being used in local governments across the country to make administrative services more efficient and responsive. Case studies cover formal and informal processes, including customer service programs and total quality management.

1992. 20 pages. MIS Report (40699), \$13.95

Management Plan

Newark, Delaware's 1990 management plan describes the city's mission, organizational values, and key issues affecting the city. Presents each department's specific goals and workplan objectives.

1990. 79 pages. Clearinghouse Report (40376), \$17.00

Managing for Tomorrow: Global Change and Local Futures

Amy Cohen Paul, editor

Thinking about the future isn't just for experts anymore. This volume offers a snapshot of our possible "futures" and suggests strategies for shaping them. Emphasis is on new forms of management and new roles for managers—the keys to coping with social, economic, and political change.

1990. 188 pages. Practical Mgmt. Series Paperback (40470), \$22.95; ISBN: 0-87326-061-9

Managing Local Government: Cases in Decision Making

James M. Banovetz, editor

Twenty real-life cases that required a decision or recommendation by a local government manager. Designed primarily as a teaching tool, the book also provides a wealth of thought-provoking material for managers in practice.

1990. 244 pages. Municipal Mgmt. Series paperback (40361), \$28.95; ISBN: 0-87326-060-0

Managing Resort Communities

Offers information and insight on problems facing resort communities, such as managing rapid growth and financing infrastructure improvements.

1985. MIS Report (36978), \$13.95

Performance Management System Manual

An explanation of Berkeley, California's 1991-92 mission statement. Assesses each city division according to performance measures and targets, and illustrates with examples of specific departments and sample forms.

1990. 41 pages. Clearinghouse Report (40614), \$15.00

Practical Promotion: Strategies for Improving Services and Image

Looks at the powerful advantages of building promotion into all aspects of local government management, from service delivery to economic development. Explores opportunities to use promotional strategies for improving employee performance, communicating with citizens and encouraging constructive participation, winning over factions hostile to local government programs, attracting tourists and business investment, and winning support from other levels of government for local programs. A rich source of ideas drawn from dozens of local governments that use marketing and promotion techniques to stretch resources, improve community relations, and build a stronger economy.

1991. 200 pages. Special Report (40675), \$36.00

NEW!

Principle-Centered Leadership

Stephen R. Covey

This follow-up to the best-seller *The Seven Habits of Highly Effective People* shows you how to lead your personal and professional life centered on a principle-based mission that will keep your focus on the values, people, and activities that are important to you. This insightful book discusses the human side of quality, strategies for achieving effective results, leading from strength built on trust, and understanding how to lead organizations.

1993. 334 pages. Hardback (40810), \$20.00; 6 audiotape set (40811), \$79.00

Records Management

Discusses the benefits of records management for local government and offers practical advice on how to implement a program.

1986. MIS Report (37850), \$13.95

Records Management Manual

Salem, Oregon's records management manual establishes an efficient and economical records program to facilitate creation, maintenance, and disposal of records. Includes sections on records retention and records control—for public access, forms, filing systems, microfilms, and records destruction.

1990. 54 pages. Clearinghouse Report (40595), \$17.00

Regional Strategies for Local Government Management

Explores the potential for greater efficiency through cooperation among jurisdictions. Provides case studies of successful regional projects for purchasing, employee health insurance, and business attraction.

1992. 13 pages. MIS Report (40718), \$13.95

NEW ICMA LISTING

The Seven Habits of Highly Effective People

Stephen R. Covey

This best-seller emphasizes that effective leadership starts from the inside out. *The Seven Habits* are fundamental, yet critical principles of interpersonal relationships and are used consistently by people who achieve desired results. The book encourages leaders to take responsibility for their attitudes and actions, begin each day with a clear understanding of their desired direction and destination, organize and manage time and events according to their priorities, build win-win relationships, improve their interpersonal communication skills, foster creative cooperation and teamwork, and develop a systematic program for self-renewal.

1992. 358 pages. Hardback (40812), \$21.95; 4 audiotape set (40813), 29.00; 8 audiotape and workbook set (40814), \$79.00

Small Cities and Counties: A Guide to Managing Services

James M. Banovetz, editor

Describes how local government is managed and should be managed in small communities. A book by and for practitioners with coverage of legal issues, the office of the city or county clerk, planning and economic development, police and fire services, financial management, public works, and other subjects. Emphasizes management in the coverage of each subject.

1984. 356 pages. Municipal Mgmt. Series Paperback (34347), \$28.95; ISBN: 0-87326-030-9

Standards for Effective Local Government

Workbook designed by the Southwestern Pennsylvania Regional Planning Commission to help elected and appointed officials to maintain or move toward standards for effective local government. It directs attention to questions such as: How effective are the budgeting and other financial management procedures of the local government? Is the police department

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adequately staffed? Are purchasing procedures in place? Local government officials examine each standard presented, determine a rating for the standard, and gain a comprehensive picture of the capacity and effectiveness of municipal operations.

1991. 118 pages. Clearinghouse Report (40604), \$25.00

NEW!



Strategic Planning for Local Government

Gerald L. Gordon
This book provides straightforward, step-by-step guidance on preparing a local strategic plan. It shows you how to examine the regulatory, environmental, and other factors that will affect your community's future; identify opportunities and threats that loom on the horizon; set clear community goals and objectives; and develop a plan for action.

1993. 120 pages. Practical Mgmt. Series
Paperback (40782), \$22.95;
ISBN: 0-87326-065-1

Successful Negotiating in Local Government

Nancy A. Huelsberg and William F. Lincoln, editors
Managers negotiate daily in their work with staff, department heads, council members, community groups, and representatives of the private sector. This book describes the arenas where negotiation takes place, outlines the nuts and bolts of negotiation processes and procedures, explains the psychological aspects of negotiation, and shows how experienced mediators and negotiators have worked out successful agreements in actual local government cases.

1985. 211 pages. Practical Mgmt. Series
Paperback (35866), \$22.95;
ISBN: 0-87326-045-7

Supervisor's Guide to Attendance Management

Ottawa, Ontario's attendance management manual for supervisors. Outlines the importance of attendance management and the role of the supervisor, union, and attendance enhancement committee. Divided into sections on absenteeism, attendance review and analysis, interviewing and counseling, positive attendance strategies, safety and accident prevention, and corrective action. Includes sample attendance calendar.

1989. 42 pages. Clearinghouse Report (40594), \$13.00

Video Technology: Programs and Uses

Explains how local governments handle video development and production and provides examples from several jurisdictions of budgets, equipment and activity levels, staffing patterns, and video program promotion efforts.

1987. 16 pages. MIS Report (38997), \$13.95

The Local Government Manager and the Profession

Employment Agreements for Managers: Guidelines for Elected Officials

This publication discusses the importance of an employment agreement and explains how an agreement can benefit the local government.

1984. 18 pages. (36927), \$10.95

Employment Agreements for Managers: Guidelines for Managers

This publication discusses the importance of an employment agreement, explains how it works, and offers guidelines for effectively negotiating an agreement.

1992. 32 pages. (36897), \$10.95

Ethical Insight, Ethical Action: Perspectives for the Local Government Manager

Elizabeth K. Kellar, editor
Examines the ethical aspects of the local manager's work and life. Takes a look at individual versus organizational ethics, explores the ethics of decision making, offers guidelines for fostering ethics in the organization, presents perspectives on codes of ethics, and provides a framework for action in today's working environment.

1988. 190 pages. Practical Mgmt. Series
Paperback (40164), \$22.95;
ISBN: 0-87326-053-8

Form and Adaptation: A Study of the Formal and Informal Functions of Mayors, City Managers, and Chief Administrative Officers

Examines the levels of authority among these three officials. Compares the authority of officials in council-manager and mayor-council forms of government. Covers budget responsibility, preparation of council agenda, responsibility for services, appointment and dismissal authority, and other functions.

1990. 12 pages. Baseline Data Report (40414), \$16.50

Guidelines for Executive Search

This publication, developed in conjunction with local government managers and executive search firms, examines common concerns, expectations, and guidelines for the executive search process.

1985. 12 pages. (36935), \$10.95

ICMA Newsletter

Biweekly newsletter containing information on ICMA activities and local government position vacancies and appointments. Features regular columns such as "Nuts and Bolts" (capsule summaries of innovative local government programs) and "Professional Development Issues" (professional development information for local government officials).

Newsletter (22330), \$115.00 annual subscription for nonmembers; included in ICMA membership. ISBN: 0047-0651

Ideal and Practice in Council-Manager Government

H. George Frederickson, editor
Based on a conference on local government management and the council-manager plan, this collection presents new perspectives on the changing nature of the plan and the implications for the role of the manager and the future of the profession.

1989. 278 pages. Paperback (40338), \$22.95; ISBN: 0-87326-057-0

Job Opportunities Bulletin for Minorities and Women

Biweekly bulletin listing local government job vacancies. In addition, *J.O.B.* periodically provides readers with news about the job market, job hunting tips, and professional opportunities. *J.O.B.* has the largest assembled group of minority and women candidates in local government. *J.O.B.* is cosponsored by ICMA, American Public Works Association, Conference of Minority Transportation Officials, Government Finance Officers Association, ICMA's Hispanic Network,

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International Personnel Management Association, National Forum for Black Public Administrators, National Association of Public Sector Equal Employment Officers, and Planning and the Black Community Division of American Planning Association.

Newsletter/Bulletin (40741), \$12.00 annual subscription; contact ICMA for classified and display advertising rates.

Job-Hunting Handbook for the Local Government Professional

This updated handbook focuses on such contemporary and significant issues as career planning, resume writing, the interview process, and negotiating compensation. Includes sample cover letters, resumes, interview questions, and compensation checklist.

1993. Paperbound (40196), \$12.95

Local Government Managers: Styles and Challenges

Examines managers' styles, relationships to councils, workloads, rewards, and frustrations. Based on results of the ICMA survey of CAOs conducted in 1984.

1987. 11 pages. Baseline Data Report (40047), \$16.50

Local Government: Profile of the Profession

This brochure highlights the local government management profession and discusses the role of—and the necessary qualifications for—an effective local government manager. It is a particularly useful resource for students and young professionals pursuing a career in local government management.

1986. Brochure (38121), \$.35 each. Minimum order 25 copies.

Public Management

A monthly local government affairs magazine with concise, timely articles on specific topics, editorial commentary, and selected departments.

Magazine (16942), \$30.00 annual subscription for nonmembers; included in ICMA membership

State, Local, and Council Relations: Managers' Perspectives

Based on the responses of city and county managers to the State of the Profession survey, this report covers council effectiveness and support, local authority for self-governance and revenue generation, state mandates, and state financial and technical assistance. Describes managers' perceptions of city-county cooperation and identifies the most prominent issues facing managers.

1992. 13 pages. Baseline Data Report (40693), \$16.50

Personnel



Advanced Supervisory Practices

John Matzer, Jr., editor

The complete guide for today's supervisors. Shows how to maximize employee performance, manage conflicts effectively, supervise project teams, encourage employee development, and manage and foster diversity. Chapters also cover motivation, employee development, project management, influence and persuasion, ethics in the workplace, and managing the supervisor's job.

1992. 196 pages. Municipal Mgmt. Series (40719), \$29.95; ISBN: 0-87326-087-2

AIDS Policies and Action Plan

This report of the Hennepin County, Minnesota, AIDS Task Force summarizes its findings and recommendations for county personnel and the community at large. Discusses personnel policies, client relations, and employee training, and briefly examines existing services available to the community. Appendices include related county board resolutions, listings of other relevant laws and guidelines, a year-end report, and a work plan.

51 pages. Clearinghouse Report (40273), \$17.00

NEW!

Americans With Disabilities Act: A Guide To Compliance

A guide to compliance with ADA regulations by the Municipal Technical Advisory Service, University of Tennessee, and the County Technical Assistance Service. Includes employment practices covered by the ADA, and discusses who is protected under Title I and who is considered disabled. Lists four steps local governments must take to comply with Title II. Attachments include Self-Evaluation Plan, Transition Plan, Suggested Grievance Procedure, and an Outline for Job Description Development.

1993. 59 pages. Clearinghouse Report (40799), \$17.00

The Answer Book

A general reference guide for city employees in Champaign, Illinois. Lists common questions received by various city offices. Explains how the city responds to those questions, and which office is responsible.

1990. 58 pages. Clearinghouse Report (40464), \$17.00

Assessment Centers for Hiring and Development

This report discusses the uses of assessment centers and the steps involved in designing and implementing them, and provides examples from four local governments that have used assessment centers.

1990. 9 pages. MIS Report (40426), \$13.95

Building Staff Management Capacity in Local Governments

Two case studies show how managers can enhance manager-staff relations. One explores building relationships with a new staff of special assistants; the other discusses how a new manager strengthened relationships with senior managers through a goal-setting process.

1986. 11 pages. MIS Report (38687), \$13.95

NEW!

Compensation 93: An Annual Report on Local Government Executive Salaries and Fringe Benefits

Details the 1992 salaries of officials in nearly 7,000 local governments and provides 1991 data on fringe benefits. Salary information is presented for city and county managers, chief administrative officers, councils of governments directors, assistant managers, police chiefs, fire chiefs, finance directors, parks and recreation directors, and public works directors. Salaries of officials can be compared among governments and by state, region, and jurisdiction size. Presents data by jurisdiction size and geographic division on more than 25 different fringe benefits received by local government managers.

1993. 300 pages. (40770), \$180.00 (ICMA members, \$125.00); ISSN: 0732-5282

Controlling Employee Health Care Costs

Four articles covering: ways to improve health benefit administration and change the demand for health care services; employee wellness programs; use of cafeteria benefit plans; and getting special health plan components and lower rates by consolidating the coverage of several small jurisdictions.

1987. 20 pages. MIS Report (40054), \$13.95

Day Care Services

A report by Milwaukee County, Wisconsin, on day care needs. Highlights effective programs in the county and elsewhere and proposes a set of specific public and private initiatives to meet the needs of employers and families in the county.

26 pages. Clearinghouse Report (40308), \$13.00

Developing Work Procedures: A Guide for Local Governments

Provides detailed instructions on how to develop an easy-to-use work procedures manual. Establishes guidelines for job skills and training, performance evaluations, job standards, planning and budgeting, and employee selection.

1987. 108 pages. Special Report (40059), \$22.00

NEW!

Disability Etiquette Handbook

A handbook for employees in San Antonio, Texas, on how to interact with disabled persons. It includes tips on interview etiquette; specific techniques to interview vision impaired, speech impaired, and otherwise disabled candidates; and covers courteous communication. It also discusses the stipulations of the Americans with Disabilities Act.

1993. 8 pages. Clearinghouse Report (40789), \$13.00

Disciplining Difficult Employees: Progressive Approaches

Discusses the role of discipline in the workplace and presents the alternatives available to a supervisor trying to correct substandard performance or behavior.

1990. 19 pages. MIS Report (40372), \$13.95

Drug Testing, Sexual Harassment, Smoking: Employee Rights Issues

Focuses on the local government's responsibility, as an employer, to understand and uphold employees' rights in these three sensitive areas. The report explains the broad intent of federal law and highlights local government's responsibilities in implementing the law.

1988. 21 pages. MIS Report (40130), \$13.95

Effective Supervisory Practices: Better Results through Teamwork

This popular book teaches supervisory management with special attention to motivating employees, managing change, and developing leadership skills. Also covers communication skills and the local government budget. Includes 58 illustrations prepared especially for this book.

1984. 216 pages. Municipal Mgmt. Series Paperback (35092), \$28.95

Employee Assistance Programs for Local Governments

What employee assistance programs (EAPs) are, what they include, and what benefits an EAP can provide a local government and its employees. Focuses on alcoholism in the work force.

1982. MIS Report (30732), \$13.95

Employee Attitude Surveys

This report discusses how to go about finding out what employees are thinking: covers methods of surveying, questions to ask, and effective follow-up. Demonstrates through a case study the use of an employee attitude survey in a workplace diversity initiative. Includes four sample surveys.

1992. 25 pages. MIS Report (40715), \$13.95

Employee Incentives

Contains four articles that look at local government employee incentives. The articles are "Performance Compensation," "Performance Appraisal System for Merit Pay," "Using Employee Incentives as a Motivational Tool," and "Employee Incentive Plan in Greensboro."

1984. MIS Report (35408), \$13.95



Employee Orientation Video

Sunnyvale, California, uses this employee orientation video to acquaint new employees with the city services and facilities. Sunnyvale's city manager narrates the video and gives employees an informative look at the council-manager form of government as well as each department's responsibilities. The video stresses the city's focus on customer service.

17 minutes. 1/2" VHS video (CLHS) (40336), \$25.00

Employee Performance Appraisal Manual

San Antonio, Texas' evaluation procedures. Explains the appraisal form and defines rating factors. Includes a copy of the appraisal form and appraisal policy.

23 pages. Clearinghouse Report (37176), \$13.00

Employee Recruitment, Selection, and Affirmative Action Policies in Local Governments

Lists recruitment, testing, and screening methods; characteristics that warrant special consideration of applicants; and affirmative action policies that are being used by local governments. The data, presented by individual jurisdictions, allow you to compare programs.

1990. 68 pages. Special Data Issue (40412), \$29.75

NEW!



FLSA: The Public Employer's Guide

This new publication contains the latest information on court rulings, Department of Labor opinions, and requirements for compliance. It was written by an attorney who is an expert in FLSA and its application to state and local governments. It includes:

- Letters of opinions issued by the Wage and Hour Board
- Examples of applications of the FLSA to common employment situations
- Appendices with pertinent regulations and statutes
- Question and answer sections to provide you with answers to the most commonly asked questions about FLSA.

1993. 542 pages. Paperback (40779), \$65.00

Government Employee Handbook

This employee orientation handbook from Eugene, Oregon, highlights citizen involvement and government response to community needs and concerns.

26 pages. Clearinghouse Report (40620), \$13.00

Guide for Identifying and Preventing Sexual Harassment in the Workplace

Glendale, Arizona's sexual harassment policy and guidelines for preventing and dealing with sexual harassment.

27 pages. Clearinghouse Report (40179), \$13.00

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Guidelines for Employee Development and Training Programs

Provides examples of training, education, and professional development programs. Offers guidance on setting appropriate goals; structuring program budgeting, management, and participation; and doing performance evaluations to get the most out of human resource development activities.

1986. MIS Report (37397), \$13.95

Helping The Troubled Work Group

In times of fiscal stress, ordinary workplace problems can escalate and hurt productivity just when it is most important to maintain or increase productivity. This thoughtful report discusses the role of the manager in diagnosing the troubled work group, finding the right facilitator, and working with the facilitator to help the group bring its problems under control.

1992. MIS Report (40737), \$13.95

Job Opportunities Bulletin for Minorities and Women

Biweekly bulletin listing local government job vacancies. In addition, *J.O.B.* periodically provides readers with news about the job market, job hunting tips, and professional opportunities. *J.O.B.* has the largest assembled group of minority and women candidates in local government. *J.O.B.* is cosponsored by ICMA, American Public Works Association, Conference of Minority Transportation Officials, Government Finance Officers Association, ICMA's Hispanic Network, International Personnel Management Association, National Forum for Black Public Administrators, National Association of Public Sector Equal Employment Officers, and Planning and the Black Community Division of American Planning Association.

Newsletter/Bulletin (40741), \$12.00 annual subscription; contact ICMA for classified and display advertising rates.

Labor-Management Relations in Local Government: Current Practices

Studies local governments with public employee unions and a management rights clause in contracts. Identifies the primary concerns of unionized public employees. Examines characteristics of labor-management relations in conjunction with state statutes.

1989. 13 pages. Baseline Data Report (40283), \$16.50

Labor-Management Relations—1988

Lists for individual jurisdictions the number of police, fire, sanitation, and public works employees in various jurisdictions that (1) are covered by contract, (2) are members of associations or unions, and (3) have the legal right to strike. Also included are the numbers of strikes and person days lost.

1988. 28 pages. Special Data Issue (40240), \$29.75

Local Government Employee Recruitment and Selection

Covers recruitment sources and methods, testing for personal characteristics, selection criteria and screening methods, length of applicant eligibility, and the length of time it takes to fill vacancies. Based on results of a survey that ICMA conducted.

1991. Baseline Data Report (40452), \$16.50

Local Government Personnel Compensation and Fringe Benefits

Identifies compensation features and fringe benefits that are offered to local government employees. Includes innovative benefits such as job sharing, paternity leave, personal use of office equipment, and on-site day care. Covers special programs such as counseling, physical fitness, assistance to employees with drug or alcohol abuse problems, and wellness. Based on survey results.

1990. 14 pages. Baseline Data Report (40450), \$16.50

Local Government Personnel Compensation Packages

Lists state-by-state individual local government responses to survey questions. Covers merit systems and personnel classification plans. Identifies jurisdictions with on-call pay, performance bonuses, merit pay, compensatory time, paternity leave, dental plans, tuition incentives, on-site day care, job sharing, flex-time, cafeteria-style fringe benefits, physical fitness programs, employee counseling, wellness programs, and carpool assistance.

1990. 60 pages. Special Data Issue (40411), \$29.75

Local Government Personnel Management: Hiring and Firing Employees, Performance Appraisals, and Computer Use

Lists responses of individual local governments to survey questions about the role of the personnel department. Covers the role of personnel departments in recruiting and hiring, job descriptions, grievance procedures, classification plans, and personnel evaluations. Identifies types of grievance, termination, and performance appraisal procedures. Includes size of personnel department and budget.

1990. 60 pages. Special Data Issue (40413), \$29.75

Local Initiatives for Child Care

For employers, including local governments, high-quality child care for employees means lower absenteeism and higher productivity. This report presents four case studies of local government initiatives in child care.

1989. 16 pages. MIS Report (40357), \$13.95

Manual for Performance Evaluation

Portsmouth, Virginia's manual to provide its staff with guidelines for appraising employee performance. Includes the forms used for evaluat-

NEW!



HR Report

This brand new newsletter is written for human resources and personnel managers in local governments. *HR Report* covers federal legislation, court rulings, compensation and benefits, risk management, labor-management relations, and employee motivation. Its goal is to bring readers comprehensive information on best practices in human resources management in the local government environment—to help readers cut costs and improve productivity. In-depth articles on current topics are based on extensive interviews with practitioners and consultants; articles on legal issues are authored by legal experts. Local examples include contact information.

1993. 8-page monthly newsletter. Annual Subscription (40787), \$75.00 for jurisdictions under 10,000; \$100.00 for jurisdictions 10,000-50,000; \$120.00 for jurisdictions over 50,000

ing management/administrative, professional, technical, supervisory, office/clerical, communications, and labor/trades personnel.
70 pages. Clearinghouse Report (34217), \$17.00

Organizational Goal Setting in Local Government

Four views of organizational goal setting by managers who have used the process successfully. The organizational methods examined are development of work programs by department heads, the process of reaching consensus on organizational goals, a management-by-objective process, and a marketing approach to goal setting.
1984. MIS Report (35114), \$13.95

Pay and Benefits: New Ideas for Local Government

John Matzer, Jr., editor
Features articles on compensation—merit bonuses, pay for performance, skill-based pay, comparable worth, and job evaluation; innovative approaches to benefits—flexible benefits, employee assistance and wellness programs, retirement planning, child care, and eldercare; and cost containment techniques for health care and workers' compensation.
1988. 180 pages. Paperback (40227), \$22.95; ISBN: 0-87326-056-2

Performance Bonus Implementation Guidelines

As part of its pay-for-performance program, Aurora, Colorado, compiled this handbook describing performance bonus guidelines for each department. Although general guidelines were adopted city-wide, each department tailored the guidelines to its particular situation.
54 pages. Clearinghouse Report (40272), 17.00

Performance Evaluation: An Essential Management Tool

Christine S. Becker, editor
Helps managers and supervisors get the most from the performance evaluation process. Explains approaches to performance evaluation, suggests ways to use the evaluation process effectively to manage performance, shows how to develop performance standards, and gives tips on communicating performance results. It also includes case studies of systems that have proven successful in practice.
1988. 209 pages. Practical Mgmt. Series Paperback (40139), \$22.95; ISBN: 0-87326-051-1

Personal Financial Planning for Local Government Employees

This book will help local government employees set financial objectives, evaluate financial planning sources and methods, and develop a financial plan. Sections of the book cover life insurance, investments (including selection, security, and costs), and retirement and estate planning with articles on early retirement, social security, wills, and a personal financial planning checklist. Publication of this book was subsidized by the ICMA Retirement Corporation.
1987. 203 pages. Paperback (40100), \$9.95

Personnel Appraisals in Local Government

Describes the results of a 1989 survey of local government personnel practices. Covers merit systems, formal performance appraisal systems, and relationship of pay to performance.
1991. Baseline Data Report (40451), \$16.50

Personnel Practices for the 90s: A Local Government Guide

John Matzer, Jr., editor
Explores the new, service-oriented human resource function; workable, legal policies on substance abuse, sexual harassment, privacy, and AIDS; managing a multi-cultural workforce; working with troubled employees; aligning a training and personnel policies with demographics; and new approaches to increase productivity.
1988. 240 pages. Practical Mgmt. Series Paperback (40226), \$22.95; ISBN: 0-87326-055-4

Position Classification Plan

The Centre Region Council of Government, Pennsylvania's position classification plan is based on a point rating system that compares the characteristics of a position with a set of standards. Includes methodology, structure, definitions, implementation and administration, rating factors, sections, and a compensation plan.
1987. 19 pages. Clearinghouse Report (40605), \$13.00

Productivity Achievement Program

Describes how Norfolk, Virginia, encourages and rewards employees for ideas that enhance productivity. Provides guidelines for the city's gainsharing, employee achievement, and employee suggestion programs.
17 pages. Clearinghouse Report (40271), \$13.00

Productivity Improvement Techniques: Creative Approaches for Local Government

John Matzer, Jr., editor
To help managers implement productivity improvement programs that work, this book shows how to conduct a productivity analysis, measure work, set work standards, and unleash the creative potential that is a major asset of any organization. Starting with the basics, it explains common pitfalls, passes along lessons from private-sector studies of organizational structure, shows how to invest wisely in labor-saving technology, and emphasizes the role of well-designed equipment, furniture, and work space in increasing output.
1986. 180 pages. Practical Mgmt. Series Paperback (37664), \$22.95; ISBN: 0-87326-049-X

Recruiting Key Management Personnel: Guidelines for Managers and Department Heads

Covers seeking out qualified candidates, effective interaction with applicants, the use of assessment centers, and follow-up with candidates. Also provides factors to consider when negotiating a compensation package.
1987. 17 pages. MIS Report (40076), \$13.95

So Now You're a Trainer

Designed for the non-specialist, practical trainer, this handbook provides you with the knowledge and tools you need to be an effective trainer. Includes practical tips, techniques, pitfalls, and advice, all gleaned from experience.
1991. (40580), ICMA Members \$20.00; Nonmembers \$25.00

Supervisor's Guide to Attendance Management

Ottawa, Ontario's attendance management manual for supervisors. Outlines the importance of attendance management and the role of the supervisor, union, and attendance enhancement committee. Divided into sections on absenteeism, attendance review and analysis, interviewing and counseling, positive attendance strategies, safety and accident prevention, and corrective action. Includes sample attendance calendar.
1989. 42 pages. Clearinghouse Report (40594), \$13.00

60

Supervisor's Manual for Equal Employment Opportunity and Affirmative Action

This handbook, produced by Beaumont, Texas, covers legal EEO/AA definitions and requirements. It discusses issues such as EEO/AA guidelines, proper employment practices, immigration reform, sexual harassment, record keeping, discrimination charges, and employment "at will."

48 pages. Clearinghouse Report (40274), \$17.00

Training Catalogue

Ocala, Florida's employee training catalogue. Lists 63 specific in-house classes, workshops, and seminars. Includes intended audience, goals, objectives, content, and topics of each class.

1990. 81 pages. Clearinghouse Report (40467), \$17.00

Volunteer Handbook

This handbook for city volunteers, developed by Arvada, Colorado, discusses the goals of the volunteer program and the volunteer's rights and responsibilities. The report examines administrative procedures and includes forms used by the program. Also includes descriptions of departments and their services.

58 pages. Clearinghouse Report (40270), \$17.00

Wellness Programs in Local Government

Shows how to make the returns on a wellness program for employees outweigh the local government's investment. Details of a wide variety of wellness programs give the reader a wealth of ideas for cutting health care and insurance costs.

1988. 14 pages. MIS Report (40200), \$13.95

Workers' Compensation: An Employer's Manual for Managing Disability

Discusses workers' compensation as part of an integrated health program. Demonstrates how to make better use of work-related health programs and contain the costs of workers' compensation, replacement labor, legal fees, and extended medical care.

1987. 17 pages. MIS Report (40118), \$13.95



Working Together

Four innovative labor management programs show how a city, a county, a state, and a school district balanced available resources and the public's demand for such services as road paving, education, and track-

ing crime. Produced by the State and Local Government Labor-Management Committee, of which ICMA is a participating member. 1/2" VHS video (40331), \$30.00

Planning and Economic Development

Achieving Economic Development Success: Tools That Work

Describes the techniques successful communities are using to achieve their economic development goals. How local governments succeed is the common thread running through dozens of case studies presented on business attraction, business retention, downtown development, small business development, and other local development goals.

1991. 156 pages. Special Report (40468), \$32.00; ISBN: 0-87326-062-7

Analyzing the Fiscal Impact of Development

Explains how local governments can assess the revenues and costs associated with new development or changing land use policies. Discusses the benefits of using fiscal impact analysis and the steps involved.

1988. MIS Report (40173), \$13.95

Annexation Agreements

Discusses how and when annexation agreements can be useful, agreement provisions, developer negotiations, and the concessions that can be obtained through the bargaining process.

1986. MIS Report (37559), \$13.95

Balanced Growth: A Planning Guide for Local Government

John M. DeGrove, editor

Analyzes the costs of growth—financial, environmental, and political—and considers the risks and advantages of a range of growth management techniques. Includes a special section on growth management and intergovernmental relations.

1991. 160 pages. Practical Mgmt. Series Paperback (40469), \$22.95; ISBN: 0-87326-081-3

Citizens' Guide to Preparing a Capital Improvements Plan

West Des Moines, Iowa's handbook for the Citizens' Advisory Committee on Capital Planning offers a 14-step approach to the planning process, information on needs analysis, and an inventory of potential methods and sources of capital financing.

1991. 24 pages. Clearinghouse Report (40722), \$13.00



Community Development Video

A 45-minute video that demonstrates how San Antonio, Texas, and Asheville, North Carolina, are successfully using CDBG funds. Both cities show how they have revitalized their lower income neighborhoods, brought in new growth, and raised community pride.

1/2" VHS video (40332), \$40.00



Community Promotion Sampler

Shows how Visalia, California; Bay City, Michigan; La Quinta, California; and Arlington Heights, Illinois promote attractive aspects of their communities. The videos show examples of growth, expansion projects, future development opportunities, educational facilities, housing, and community and cultural events. This sampler is helpful for any community that wants to attract new businesses and residents.

1 Hour. 1/2" VHS video (40335), \$45.00

Developer Financing: Impact Fees and Negotiated Exactions

Looks at charging private developers through impact fees and other exactions to cover the costs of providing or improving facilities to serve their new developments. Explains the developer financing options available to local governments, how to design an impact fee program, and the legal environment for developer financing.

1988. 15 pages. MIS Report (40140), \$13.95

Developer's Guide

Las Cruces, New Mexico's policies and procedures regarding property subdivision, zoning, annexation, the building permit process, and utility development services and charges. Includes sample form letters and agreements.

79 pages. Clearinghouse Report (37125), \$17.00

Downtown Management

Many local governments find that the services of downtown management organizations help their central business districts thrive. This report explains the elements and benefits of downtown management and offers financing and coordination ideas. Several successful programs are highlighted.

1987. 10 pages. MIS Report (40055), \$13.95

Economic Development Plan

Lubbock, Texas' five-year economic development plan with specific action steps to promote, expand, and diversify job opportunities. Includes goals and timetables.

1990. 22 pages. Clearinghouse Report (40465), \$13.00

61

Establishing a Real Estate Asset Management System

Explores the local government's dual role as a real estate user and investor. Discusses the sometimes conflicting needs of operating departments, neighborhood residents, and the business community and describes a system that can help the local government make rational decisions about the real estate assets it holds. Includes two case studies.
1989. 12 pages. MIS Report (40288), \$13.95

Export Development: Local Initiatives

To increase the local tax base and create jobs, some communities have succeeded in developing foreign markets for local products. This report explains how to take advantage of federal export development programs and provides numerous examples of local initiatives that are helping small businesses export products and services.
1992. 16 pages. MIS Report (40717), \$13.95

Facilitating Neighborhood Programs for Property Maintenance

Garland, Texas' program to create neighborhood-based groups that promote property maintenance and neighborhood stability in residential subdivisions and commercial cleanliness and safety in business areas. Includes excerpts from citizens manual explaining how to participate in the neighborhood program.
28 pages. Clearinghouse Report (35807), \$13.00

Growth Management Report

Presents Surrey, British Columbia's growth management plan and summarizes growth management approaches used in eight other communities. For each approach, the benefits, drawbacks, and suggestions are discussed. Recommendations for the implementation of short- and long-term approaches are also discussed.
39 pages. Clearinghouse Report (40378), \$15.00

Guide to Neighborhood Master Plans

Fort Lauderdale, Florida's step-by-step guide to developing neighborhood master plans.
81 pages. Clearinghouse Report (40180), \$17.00

Guide to Starting a Business

Arlington County, Virginia's guide to starting a small business. A useful example for local governments on how to provide start-up information to help small businesses get off the ground. Three main sec-

tions: Meeting Legal Requirements, Programs to Assist Arlington Businesses, and Helpful Ideas for the New Business Owner.
66 pages. Clearinghouse Report (38431), \$17.00

Handbook for Developers, Builders, and Contractors

Kingsland, Georgia's guide to assist developers, builders, and contractors when proposing development and construction within the city limits. Includes development permit process, flow diagram and checklist/development package, site plan requirements, permitting and inspection standards and procedures, permit fee ordinances, and more.
1989. 102 pages. Clearinghouse Report (40380), \$17.00

"Harvesting Our Own": Industry Retention and Expansion Project

Butte County, California's project designed to promote local small businesses and assist them in retaining existing jobs and creating new ones. Details why and how the program was implemented and reviews its accomplishments during its first year. Includes sample surveys and questionnaires.
100 pages. Clearinghouse Report (40292), \$17.00

Historic District Handbook

Manassas, Virginia's design guidelines that provide detailed information and direction for the architectural review board and property owners within the local historic districts.
1991. Clearinghouse Report (40597), \$17.00

Housing and Business Development Through Community Development Corporations

Discusses how CDCs can help local governments and the private sector undertake projects in housing rehabilitation and housing and small business development. Also provides technical information on how to organize a CDC and case studies of three CDCs in action.
1986. MIS Report (38210), \$13.95

Housing and Local Government

Mary K. Nenno and Paul C. Brophy Shows administrators, managers, and planners how to assess housing management responsibilities, how to organize and manage their housing functions, and how state and local housing issues fit into national housing policies.
1982. 260 pages. Municipal Mgmt. Series Hardback (30449), \$28.00; Paperback (30457), \$21.00; ISBN: 0-87326-026-0

Housing Task Force Report

A summary of the San Jose, California, Housing Task Force findings on existing housing needs, and the resulting policy recommendations. These recommendations form the foundation for the implementation of the city's proposed five-year housing programs.
1988. 56 pages. Clearinghouse Report (40598), \$17.00

Investing in Affordable Housing: Stretching CDBG Dollars

Four case studies demonstrate how revenues generated by community development projects can be reinvested to meet the challenge of providing affordable housing.
1990. MIS Report (40461), \$13.95

Local Development Corporation: A Tool for Economic Development

This report presents a framework for a Local Development Corporation (LDC) that can be molded to fit the specific needs of a county, city, or community. Includes a case study, examples of LDCs from around the country, and a step-by-step guide for forming an LDC.
1985. MIS Report (35998), \$13.95

Local Economic Development: Strategies for a Changing Economy

R. Scott Fosler, editor
A wide-ranging look at this crucial aspect of your community's future. Explores the changing global economy and the new economic strategies it requires; the role of entrepreneurship, education, and technology in revitalizing local economies; and techniques of monitoring and evaluating economic development efforts.
1991. 176 pages. Practical Mgmt. Series Paperback (40472), \$22.95

Management of Local Planning

David C. Slater
Shows how planners can work with managers, elected officials, and community groups. Emphasizes the centrality of planning/management in local government with coverage of organizing for comprehensive and project planning; financial planning; working with councils, boards, and commissions; and personnel, information, and communication management.
1984. 288 pages. Municipal Mgmt. Series Hardback (34479), \$34.95, Paperback (34460), \$28.95; ISBN: 0-87326-032-5

62

Manufactured Housing Code

Regulations addressing minimum standards for the installation of mobile homes and manufactured housing on individual lots or tracts of land (not in mobile home parks) in Las Cruces, New Mexico.

1986. 35 pages. Clearinghouse Report (40104), \$15.00

Marketing the Community

Applies traditional private sector marketing approaches to local government. Using the process outlined in this report, a locality can determine the strengths and weaknesses of its location and develop a marketing strategy to sell its strengths to targeted businesses.

1986. 13 pages. MIS Report (38555), \$13.95

Meeting Business Attraction, Retention, and Industrial Development Goals: Tools That Work

Among their top economic development goals, local governments list business attraction, retention, and expansion. Lists by individual jurisdictions the marketing, governance, public infrastructure investment, land and property management, and financial tools communities use to meet their goals in these areas.

1990. 69 pages. Special Data Issue (40404), \$29.75

Meeting Goals for Special Sector Economic Development: Tools That Work

Provides detailed information by individual jurisdiction on the tools local governments use to meet their economic development goals for downtown development, neighborhood development, small business development, office development, and service sector growth. Marketing, governance, public infrastructure investment, land and property management and financial tools are covered in this report.

1990. 70 pages. Special Data Issue (40403), \$29.75

Nuisance Abatement Program and Ordinance

Erwin, North Carolina's plan and regulations to remove unsightly conditions and prevent future problems. The ordinance covers such concerns as animals, vehicles, weeds and vegetation, rubbish and litter, and disorderly conduct.

40 pages. Clearinghouse Report (38415), \$15.00

Open Space Acquisition

Westminster, Colorado's Open Space Task Force goals and strategies for preserving open space.

18 pages. Clearinghouse Report (40172), \$13.00

Permit System Improvement Project

Medford, Oregon's report on its permit processing system, and recommendations for improvement: simplifying forms, restructuring the department, reassigning responsibilities, and streamlining the processing or permit applications.

1985. 50 pages. Clearinghouse Report (37583), \$17.00

Planning Referral Program

Zoning handbook used in Arlington, Texas, to familiarize developers and citizens with the planning process.

27 pages. Clearinghouse Report (40304), \$13.00

The Practice of Local Government Planning, 2nd edition

Frank S. So and Judith Getzels, editors

Covers district planning, environmental planning, urban design, zoning, subdivision regulation, and economic development. Includes topics such as fees and exactions, social and environmental impact assessment, performance standards, and growth management systems. Shows how to undertake a strategic plan for economic development; how to do a housing market analysis; and how to identify, gather, analyze, and present planning data.

1988. 554 pages. Municipal Mgmt. Series Hardback (40133), \$39.95; ISBN: 0-87326-077-5

The Practice of State and Regional Planning

Frank S. So, Irving Hand, and Bruce D. McDowell, editors

A companion volume to *The Practice of Local Government Planning*, focusing on the state and regional levels.

1986. 637 pages. Municipal Mgmt. Series Hardback (37362), \$42.95; ISBN: 0-918286-38-7

**Promoting Tourism**

Redding, California's "Another California" video offers a visual tour of the city and convention facilities and Lassen Volcanic National Park. The video encourages tourists and conventions to come to Redding through picturesque footage highlighting facilities, activities, and transportation access.

1989. 16 minutes. 1/2" VHS Video (40334), \$25.00

Recycling CDBG and UDAG Funds

A series of case studies of communities that have created programs to maximize public investment by reinvesting and leveraging funds

that are returned to CDBG and UDAG programs. Fifteen case studies cover: community development, housing improvements, and economic development.

1990. 30 pages. Clearinghouse Report (40511), \$13.00

Reducing Hispanic Youth Unemployment

Reviews the experiences of six local governments and their programs to reduce Hispanic youth unemployment. Discusses the transferable elements of each program.

1985. MIS Report (35904), \$13.95

The Right Business to Start

To target new business opportunities, Portsmouth, Virginia, compared its economic base to those of other metropolitan areas and developed this report to help entrepreneurs identify undersupplied industries.

23 pages. Clearinghouse Report (40305), \$13.00

Setting Standards for Community Design and Appearance

Examines four kinds of development regulations that focus on design quality and maintenance: buffering and screening requirements, building design standards, scenic roadway protection, and property maintenance standards. Uses case studies to illustrate how a community can identify, maintain, and effectively enhance its unique attractiveness.

1991. 17 pages. MIS Report (40685), \$13.95

Shaping the Local Economy: Current Perspectives on Economic Development

Cheryl A. Farr, editor

Shows how local managers and officials can take an active role in influencing decisions that affect the economic well-being of their communities. Covers organizing economic development programs, forming public-private partnerships, using tax incentives and other tools, and encouraging infill and high-technology development.

1984. 182 pages. Practical Mgmt. Series Paperback (34630), \$22.95; ISBN: 0-87326-034-1

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Soliciting Foreign Business to Meet Economic Development Goals

Examines characteristics of local governments that solicit foreign business and their economic development goals.

1993. Baseline Data Report (40772), \$16.50

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Strategies for Local Enterprise Development

Examines some of the strategies, tools, and resources that local governments use to improve the economic health of their communities. 1986. MIS Report (37540), \$13.95

Streamlining Local Regulations: A Handbook for Reducing Housing and Development Costs

A practical guidebook on ways to safely change zoning, building codes, and other local development regulations and permit procedures and reduce the cost of housing. 1983. 60 pages. Special Report (30643), \$10.00

Successful Economic Development: Meeting Local and Global Needs

Discusses economic development activities that respond to the global marketplace. Examines the economic base, rate of economic growth, and geographic location of local governments that have solicited foreign business and focused on developing markets abroad for local products. Looks at four economic development goals: industrial development, retaining and expanding existing business, and attracting new business. Examines successful financial tools: tax abatement, bonds, direct loans, and employee training and retraining. Based on results of an economic development survey conducted by ICMA in 1989. 1990. 11 pages. Baseline Data Report (40498), \$16.50

Taking Charge: How Communities Are Planning Their Futures

How to make long-range/strategic planning work for your community. Case studies from towns, counties, and cities discuss the new action orientation of local efforts, the difference between creating a vision and producing a plan, the consensus-building process and the link between community involvement and political effectiveness. 1988. 86 pages. Special Report (40184), \$29.95

Tourism: A Comprehensive Approach

Tourism can bring welcome revenues to a local government that markets local assets. This report looks at how tourism affects a community and at what many communities are doing to ensure effective management of issues and problems related to tourism. 1991. 14 pages. MIS Report (40577), \$13.95

Two Techniques for Affordable Housing: Bank CDCs and Developer Incentives

Highlights ways to increase the availability of affordable housing through the use of public-private partnerships. 1987. 13 pages. MIS Report (40103), \$13.95

A User's Guide to the Development Process

Greensboro, North Carolina's handbook designed to explain to developers and citizens the city's land development process. Covers zoning, subdivisions, and building permits. 16 pages. Clearinghouse Report (40021), \$13.00

Visual Resources Assessment: Beautification and Preservation

Cape Elizabeth, Maine's inventory of 48 special geographic features and 44 scenic views, along with strategies for protecting them. Includes a priority ranking system and strategies for acquisition, protection, and conservation. Recommends policies and regulatory provisions for protecting the town's visual resources. 1992. 44 pages. Clearinghouse Report (40731), \$15.00

Police and Fire Services/Public Safety

Analyzing Present and Future Fire Services

A detailed report that explains Jacksonville, North Carolina's current and future needs for fire stations, new and replacement equipment, fire prevention and hazardous material management staff specialists, and staff training needs. Recommends ways to fund and suggests technical and operations changes for the fire department. 1989. Clearinghouse Report (40366), \$17.00

NEW!

Benchmarking: A Method for Achieving Superior Performance in Fire and Emergency Medical Services

Benchmarking is the continuous process of comparing an agency's services with the best in the field. This report explains how fire and emergency medical services can use this technique to keep pace with the rapid changes in their environment and develop an organizational commitment to constant improvement. 1993. 23 pages. MIS Report (40790), \$13.95

Citizens Disaster Preparedness Education Program

Coronado, California's program goals, volunteer task force activities, and strategies for citizen education on disaster preparedness. Includes 18 short articles on survival skills. 28 pages. Clearinghouse Report (35769), \$13.00

Code Administration and Enforcement: Problems and Promises

Articles written by experts and leaders in the field of code administration cover: effects of external or "environmental" changes and demands on code administration, administrative and technical solutions to code administration problems, training and educational needs of code administrators, and helpful resources. 1987. 112 pages. Special Report (04005), \$24.00

Community-Oriented Policing

Making crime prevention the joint responsibility of the police force and the local citizens is the objective of a number of new policing programs across the country. Traditional lines of command are replaced with new group arrangements that emphasize problem solving and personal interaction. Includes three case studies. 1989. MIS Report (40337), \$13.95

Community-Oriented Policing: An Alternative Strategy

This comprehensive manual provides innovative strategies and ideas for understanding, developing, and implementing community-oriented policing from selected readings by distinguished researchers, authors, and practitioners. 1991. 330 pages. (40665), \$18.50

Community-Oriented Policing in Council-Manager Cities

A timely report on the establishment of successful community-oriented policing programs in four council-manager cities: Aurora, Colorado; Richmond, Virginia; Rockville, Maryland; and Hayward, California. Explores the roles of the police chief and city manager, the steps toward full implementation, and the results. 1992. MIS Report (40736), \$13.95

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Consolidation of Public Safety Dispatch Operations

Arlington, Texas' report on the transition of public safety dispatch functions from the police and fire departments to the communication services division. Describes the civilianization of all positions assigned to dispatch. Includes cost comparison and savings, liaison process, and performance expectations.

1990. 10 pages. Clearinghouse Report (40463), \$11.00

Controlling Private Security System False Alarms

How to reduce the costs of answering false alarms from private security fire and burglar systems.

1984. MIS Report (35173), \$13.95

Cost-Benefit Analysis of a Take Home Patrol Car Program

Arlington, Texas, examines the feasibility of a take-home patrol car program in its police department. Includes calculations, charts, and graphs.

1990. 20 pages. Clearinghouse Report (40514), \$13.00

Crowded Jails: Options and Alternatives

Describes three broad areas for study by local governments faced with overcrowded jails: criminal justice strategies, expanding the range of legal sanctions, and modular jail construction.

1990. 18 pages. MIS Report (40402), \$13.95

Emergency Management: Principles and Practice for Local Government

Thomas E. Drabek and Gerard J. Hoerner, editors

The first comprehensive treatment of this emerging profession. Covers key issues in the field today, including mitigation, preparedness, response, and recovery; the roles of the state and federal governments; organizing for emergency management; coordinating community resources; and public sector liability.

1991. 368 pages. Municipal Mgmt. Series Hardback (40471), \$35.95; ISBN: 0-87326-082-1

NEW!

Emergency Medical Service System: Analysis and Alternatives for Expansion

An analysis of the current emergency medical service system for Blue Springs, Missouri. The report presents three alternatives to the current system and elaborates on the advantages and disadvantages of each. Alternatives include expansion of the current system, privatization, and contracting with

a local fire protection district. A chart compares the cost calculations per year and per run, average emergency response times, and required personnel for each alternative.

1993. 19 pages. Clearinghouse Report (40794), \$13.00

Emergency Medical Services Systems

An effective EMS system doesn't have to be a financial burden to a local government. This report discusses the services that should be provided, how they can be provided, and how various methods of service delivery can affect the costs and quality of service.

1988. 16 pages. MIS Report (40225), \$13.95

Emergency Planning: An Adaptive Approach

Using actual disaster research, this report examines the ways in which lessons learned from emergency experiences can be used by municipal agencies responsible for emergency management.

1988. 14 pages. Baseline Data Report (40211), \$16.50

Emergency Planning and Community Right-to-Know: Local Implementation

Discusses local government responsibilities and authority under SARA Title III, and presents case studies describing local implementation of federal and state regulations.

1991. 19 pages. MIS Report (40503), \$13.95

NEW!



Emergency Planning: Local Government and the Community Right-to-Know Act

Rosemary O'Leary

Essential to any local official involved in emergency management and public safety is knowledge of the requirements and implementation procedures of the Emergency Planning and Community Right-to-Know Act. Planning for emergencies can be key to averting disasters such as the tragedies in Bhopal, India, and at a Union Carbide plant in West Virginia.

Written by a professor at Syracuse University who is also an attorney specializing in environmen-

tal issues, this report covers the regulations as they apply to local government, court decisions and EPA administrative actions, local emergency management plans, provision of information to the public, and the use of toxic release inventory data.

Results of ICMA's emergency planning survey are included to provide information on the state of the practice of emergency management, examples of successful resolutions of compliance problems, and components of emergency plans. Easy-to-read charts, graphs, and tables supplement the text.

1993. Special Report (40833), \$21.95; ISBN: 0-87326-092-9

Emergency Press Kit

Arlington, Texas' manual for the media answers questions that arise in such emergency situations as tornadoes, floods, hazardous materials accidents, and storms. Outlines how the city government is organized to respond to emergencies, and includes model press releases for each type of emergency.

1992. 25 pages. Clearinghouse Report (40723), \$13.00

Enhanced 911: Planning and Implementation

Explains the political, technical, financial, and logistical problems and decisions involved in setting up an emergency 911 system. Looks at the prerequisites, operational choices, and funding options for communities considering implementation of E911. Provides sample legislation and timeline.

1991. 17 pages. MIS Report (40668), \$13.95

NEW!

Financial Aspects of Police Liability

Reviews court decisions that have implications for municipal liability and the incidents that result in damage claims against local governments. Examines damages sought, settlements awarded, and the costs of legal counsel. Offers recommendations for minimizing municipal liability.

1993. Baseline Data Report (40773), \$16.50

Fire Department Schedules, Budgets, and Computers

Lists, on a state-by-state basis, the responses of individual local governments to survey questions about residency requirements, work schedules, budgets, and computer use. Describes aggregate data broken out by population group and geographic division.

1992. 50 pages. Special Data Issue (40712), \$29.75

608



Fire Department Video Sampler

Provides two examples of effective and efficient fire department operations. Salinas, California, discusses fire services within the city and unincorporated areas, highlighting steps to take to lower costs through more effective coordination with the county. Charlotte, North Carolina, discusses department functions and how services are provided.

53 minutes. 1/2" VHS video (49038), \$45.00

Fire Equipment Budgeting: A Management Decision-Making Report

Kansas City, Missouri's development of fleet life cycle parameters. Report can be used to plan a working capital fund approach to fleet replacement to optimize the equipment's economic value.

Examines alternatives to current methods of scheduling apparatus. 28 pages. Clearinghouse Report (35750), \$13.00

Fire Personnel Practices

Examines patterns and trends that will affect fire service delivery. The study incorporates data from surveys conducted by ICMA in 1976, 1982, and 1986.

1987. 16 pages. Baseline Data Report (38903), \$16.50

Fire Personnel Recruitment and Selection

Lists, on a state-by-state basis, the responses of individual governments to survey questions about recruitment methods and criteria, probationary periods and evaluations, lateral entry, assessment centers, mandatory retirement, and affirmative action.

1992. 50 pages. Special Data Issue (40711), \$29.75; ISBN: 0-87326-895-4

Fire Personnel Testing and Training

Lists, on a state-by-state basis, the responses of individual local governments to survey questions about types of tests and training programs in which fire personnel participate. Describes aggregate data presented by population group and geographic division.

1992. 50 pages. Special Data Issue (40713), \$29.75

Fire Protection: A Review of Operations, Organization, and Effectiveness

A review by the Centre Region Council of Governments, Pennsylvania, of the effectiveness and organization of a volunteer fire company. Makes comprehensive

recommendations in the areas of: finances, management and training, staffing, replacing equipment, and expansion. Includes equipment depreciation and replacement schedules, personnel position descriptions, and performance standards.

1990. 84 pages. Clearinghouse Report (40681), \$17.00

Forthcoming!

Fire Salaries, 1993

Provides union status and listings of the minimum and maximum salaries that local governments pay to the following fire department personnel: fire-fighter, engineer, fire lieutenant, fire captain, fire prevention officer/code inspector, deputy chief, battalion chief, and fire chief.

Available September 1993. Special Data Issue (40836), \$29.75

Fire Station Location: Analysis and Technology

This report covers different methods local governments can use to choose the optimum number of fire stations needed and where the stations should be located to most efficiently and effectively meet fire service needs. The first article covers national standards and comparative data and provides information to help local officials undertake fire protection planning. The second article discusses a computer program and system that some local governments are using to plan fire station locations.

1987. 17 pages. MIS Report (40075), \$13.95

Fiscal Stress and Police Service Delivery Options

A consultant's report that explores how Ambler, Pennsylvania, might maintain police protection service levels despite budgeting restrictions caused by limits on property tax revenue.

54 pages. Clearinghouse Report (38466), \$17.00

Forecasting the Outcome of Police/Fire Consolidations

The public safety concept, although attractive, is one of the most politically controversial ideas a manager can champion. This report defines the issues surrounding a police/fire merger, identifies the key decisions to be made, and presents a mathematical model for predicting the impact of a merger on costs and performance.

1991. 16 pages. MIS Report (40559), \$13.95

Greenville Public Safety Building Site Selection, 1986

A case study discussing the process used to select a site for Greenville, Michigan's public safety facility.

1986. 18 pages. Clearinghouse Report (40114), \$13.00

Hand-Held Computer Parking Ticket-Writers: An RFP

Washington, D.C.'s requirements for a hand-held computer system to issue parking citations. Explains the city's present parking program, the specifications and requirements for the new system, how responding proposals should be organized, and how they will be evaluated. Includes ticket writing procedures manual.

68 pages. Clearinghouse Report (40032), \$17.00

Hazard Communication Program Guidebook

Phoenix, Arizona's program to inform city employees of the hazards associated with the chemical compounds with which they work. Includes sample generic hazcom programs for the divisional and departmental levels, as well as the hazard communication program. Includes sample hazmat forms and relevant legislation.

1992. 72 pages. Clearinghouse Report (40600), \$17.00

Hazardous Material Control and Emergency Response

Phoenix, Arizona, staff reports cover hazardous materials issues facing the city, incident response, how other jurisdictions handle hazardous materials response, a commission status report, and recommendations.

46 pages. Clearinghouse Report (37613), \$17.00

Hazardous Materials Incidents: Improving Community Response

How fire departments can handle hazardous materials in reasonably safe, expedient, and cost-effective ways. Shows that improved mitigation, preparation, response, and recovery capabilities are possible in any size community.

1984. MIS Report (34568), \$13.95

Hazardous Materials Program

A pamphlet compiled by the Colorado Springs, Colorado, Fire Department Hazardous Materials Response Team. The report describes the hazmat program and includes lists, forms, layouts, and more detailed information about the various aspects of hazmat response.

Clearinghouse Report (40603), \$13.00

69

Hazardous Materials, Hazardous Waste: Local Management Options

Raymond D. Scanlon, editor
This book explains the complex maze of federal regulation regarding hazardous materials and hazardous waste. It shows how local officials can work with industries to minimize hazardous wastes, improve transportation safety in and near the community, solve facilities siting problems, and plan for accident prevention and emergency response.

1987. 224 pages. Practical Mgmt. Series Paperback (40044), \$22.95; ISBN: 0-87326-052-4

Hiring Procedures for Firefighters

Altamonte Springs, Florida's study of hiring practices. A summary of the findings, guidelines, policies, and procedures in the hiring process, from recruitment of applicants through the notification of appointment. Includes sample forms and form letters used in the process.

56 pages. Clearinghouse Report (37192), \$17.00

How Local Governments Are Providing for Our Safety

Lists by individual local government the delivery methods used for each of the following: building security; prisons and jails; crime prevention and patrol; ambulance service; vehicle towing and storage; emergency medical services; building and grounds maintenance; police and fire communication; fire prevention and suppression; and traffic control and parking enforcement.

1989. 40 pages. Special Data Issue (40299), \$29.75

Hurricane and Storm Mitigation and Reconstruction Plan

Nags Head, North Carolina's pre-storm and post-storm mitigation plan designed to reduce the number of individuals at risk should a disaster occur. Includes town ordinances, policies, and description of building inspection assistance program.

1988. 72 pages. Clearinghouse Report (40613), \$15.00

Juvenile First Offender Peer Jury Project

Bend, Oregon's summary of the results of a two-year-old program that uses peer juries to help youthful first offenders learn from their mistakes. Includes guidelines for setting up a peer jury, a sample peer jury contract, application for jury duty, and comments from parents, jurors, and offenders.

1989. 11 pages. Clearinghouse Report (40381), \$11.00

Law Enforcement Liability Insurance

Features the results of a recent nationwide survey of police liability experiences. Provides statistics on claims filed; costs of premiums, settlements, and defense; amounts of deductibles; types of policies; and types of claimants and defendants. Gives information that will help local governments plan ahead and protect their police departments from vulnerability to lawsuits.

1991. Special Report (40644), \$32.00; ISBN: 0-87326-086-4

Local Animal Control Management

Details some of the animal control problems and issues that face local governments today and provides information on how to establish or update a successful, publicly supported animal control program.

1986. MIS Report (38318), \$13.95

Local Emergency Response Plans

Lists the responses of individual jurisdictions to a survey on SARA Title III, the Community Right-to-Know Act. Covers elements in emergency response plans, methods of informing the public about toxic emissions, accidental release of chemicals, and storage of chemicals.

1993. 64 pages. Special Data Issue (40831), \$29.75

Local Government Police Management, third edition

William A. Geller, editor

This "golden anniversary" edition of ICMA's police management classic reflects changes in the environment, philosophy, and practice of policing in the last decade. It provides information for the local government administrator and police executive on managing basic police services such as patrol, prevention, investigations, and traffic; the special challenges of drug control and organized crime; internal management of human resources, information, research, planning, performance measurement, and equipment management; and linkages with other governmental and nongovernmental agencies and service providers, including crime laboratories and lockups.

1991. 590 pages. Municipal Mgmt. Series Hardback (40564), \$41.95; ISBN: 0-87326-084-8

The Loma Prieta Quake: What One City Learned

Richard C. Wilson

Describes how the city of Santa Cruz, California, planned for, responded to, and recovered from one of the worst disasters in recent U.S. history. Compare your community's emergency plans to the approach used successfully in Santa Cruz.

1991. 64 pages. (40518), \$13.95

Long-Range Public Safety Plan

Consultant's assessment of West Windsor, New Jersey's public safety operations (police, fire, and emergency medical services). The study evaluates current services and suggests a ten-year plan (1985-1995) that will provide cost-effective services as the community develops. Examines issues such as personnel, facilities, equipment, volunteers, administration and management, and financing.

83 pages. Clearinghouse Report (38474), \$17.00

Management Review of the Police and Fire Department

Executive summary of a review done by Chula Vista, California, that recommends several steps to improve police and fire service delivery. Examines, but does not recommend, use of the public safety officer concept.

1985. 18 pages. Clearinghouse Report (40113), \$13.00

Managing Fire Services

Ronny J. Coleman and John A. Granito, editors

Fire services have changed radically in the last decade. This revised edition covers the nuts and bolts of department management plus coverage of legal issues facing the department, cost containment and cost recovery, alternative delivery systems, labor-management relations, code administration and enforcement, and integrated emergency management and planning.

1988. 528 pages. Municipal Mgmt. Series Hardback (40128), \$39.95

Planning for Disaster Recovery

Once the immediate crisis is past, communities that suffer natural disasters still have a long way to go to resume normal life. This report provides case studies of the disaster recovery process and discusses the problems, the resources, the solutions, and the opportunities for mitigation of future disasters.

1993. 24 pages. MIS Report (40834), \$13.95

NEW!

NEW!

70

Police and Fire Department Duties

An informative public information video describing St. Louis Park, Minnesota's police and fire department training and equipment programs. Explains the duties of police officers and firefighters and demonstrates the safety equipment that each department uses, wears, and operates in the line of duty.

1 hour, 1/2" VHS Video (40333), \$45.00

Police and Fire Fitness Testing

Explains how to set up an effective physical fitness program for public safety employees, including needs assessment, individualized training, and testing. Case studies present the experiences of three local governments that have instituted fitness testing.

1988, 16 pages, MIS Report (40192), \$13.95

Police and Fire Work Scheduling

Two articles explaining how to examine and modify police and fire work schedules.

1985, MIS Report (37400), \$13.95

NEW!

Police Communication Services Division Staffing Study

A study from Greensboro, North Carolina, to recommend the appropriate staffing level in the police department's communication services division. Analyzes workloads, availability of existing staff, and impact of personnel turnover. Includes job descriptions of telecommunications staff. Summarizes calls for service from 1983-1990 and corresponding manpower requirements.

1993, 42 pages, Clearinghouse Report (40797), \$15.00

Police, Fire, and Refuse Collection Personnel and Expenditures, 1991

Examines staffing, personnel expenditures, and capital expenditures for police, fire, and refuse collection departments. Compares new data with data from previous years.

1992, Baseline Data Report (40692), \$16.50

Police/Fire Consolidation Case Studies

Eleven case studies that serve as examples of the various environmental issues that affect the success of police/fire consolidation attempts.

1991, 36 pages, Clearinghouse Report (40563), \$15.00

Police Patrol Staffing

A 1986 budget resolution by Chula Vista, California, that describes the city's police patrol staffing formula and justifies the need for increased personnel.

23 pages, Clearinghouse Report (40116), \$13.00

NEW!

Police Personnel Practices, 1990

Based on survey results, covers police budgets, personnel composition, eligibility criteria and selection methods for recruits, probationary periods, lateral entry, and other areas of policy and procedure. Results are presented by population group and geographic division.

1992, 10 pages, Baseline Data Report (40749), \$16.50

Police Personnel Practices: Education, Participation, and Scheduling

Lists, on a state-by-state basis, individual local government responses to a survey of police personnel practices. Enables you to contact local governments that have programs you want to learn more about. Covers educational incentives, ways to involve officers in intradepartmental issues, and schedules.

1991, Special Data Issue (40651), \$29.75; ISBN: 0-87326-897-0

Police Personnel Recruitment and Special Training Programs

Lists state-by-state the responses of individual local governments to a survey of police personnel practices. Enables you to contact the local governments that have practices you want to learn more about. Covers recruitment criteria such as smoking, physical performance, and substance abuse. Lists whether exams or performance tests are validated, whether lateral entry is permitted, and whether assessment centers are used. Identifies those local governments that have residency requirements. Local governments are identified that have training programs in stress management, conflict resolution, supervision, and dealing with mentally disturbed citizens.

1991, 47 pages, Special Data Issue (40645), \$29.75; ISBN: 0-87326-898-9

Police Practice in the '90s: Key Management Issues

James J. Fyfe, editor

Examines the issues facing local police administrators and local government managers today: new approaches for accomplishing the police mission, with special coverage of drug enforcement questions;

the movement toward professionalism through sound policy development and accreditation; and personnel and training questions.

1989, 200 pages, Practical Mgmt. Series Paperback (40346), \$22.95; ISBN: 0-87326-055-9

NEW!

Police Review Systems

Evaluation of three types of police review systems: internal review, civilian review, and the civilian monitor model. Criteria for evaluation include integrity, legitimacy, learning, and cost. Draws on 15 years of research in several U.S. communities, including surveys of police officers and civilian complainants.

1992, MIS Report (40748), \$13.95

Forthcoming!

Police Salaries, 1993

Provides by individual jurisdiction union status and the minimum and maximum salaries paid to the following police department personnel: police private, motorcycle officer, police corporal, detective, sergeant, lieutenant, captain, deputy chief, and police chief.

Available October 1993, Special Data Issue (40837), \$29.75

Probation, Mandatory Retirement, and Budget Cuts in Police Departments

Lists, on a state-by-state basis, the responses of individual local governments to survey questions about the use of probationary periods, formal evaluations at the end of probationary periods, mandatory retirement, computer use, and the effect of budget cuts.

1992, 49 pages, Special Data Issue (40652), \$29.75; ISBN: 0-87326-896-2

Productivity Improvement Opportunities in Police Operations

Three articles that review police management, police department operations, and practical management techniques.

1984, MIS Report (35009), \$13.95

Residential Fire Sprinkler Ordinances

Explains the value of locally mandating the installation of fire sprinkler systems in new and existing residences. Discusses some of the technical aspects of fire sprinkler systems, their capabilities, and issues involved in developing and passing sprinkler ordinances.

1987, 13 pages, MIS Report (40013), \$13.95

NEW!

Responsive Service Delivery: A Community Orientation for Problem Solving

An invaluable guide for local governments attempting to translate community-oriented policing or neighborhood service delivery concepts into action. Examples from eight jurisdictions demonstrate problem-solving approaches that are responsive to local circumstances, citizen needs, and opportunities for collaboration.

1993. 16 pages. MIS Report (40825), \$13.95

NEW!

RFP for Animal Housing

Request for proposal from Ames, Iowa, for contractors to manage the animal housing and shelter portion of the animal control department. Includes detailed specifications for the facilities, including heat and ventilation systems, cage sizes, building specifications, animal care routines, and functions of the facility. Also includes details on insurance and affirmative action compliance requirements for contractors.

1993. 27 pages. Clearinghouse Report (40796), \$13.00

Select Committee on Drug Abuse Report

Des Moines, Iowa's assessment of drug abuse and the plan to fight it. Includes a select task force's recommendations. Also looks at financial resources for funding recommendations.

1991. 58 pages. Clearinghouse Report (40610), \$17.00

A Systematic Approach to Fire Service Consolidation and Merger

This report from Tualatin Valley, Oregon, describes a method of functionally consolidating or merging two or more fire departments. Illustrates how one successful merger and consolidation was accomplished.

1990. 150 pages. Clearinghouse Report (40599), \$17.00

NEW!

What About Pit Bulls? Issues for Local Government Decision Makers

A study by the Municipal Technical Advisory Service, University of Tennessee, on local government regulation of pit bulls. Defines what a pit bull is and how several local governments have regulated vicious dogs. Includes ordinances from Shawnee, Kansas, and Chester, Pennsylvania, regulating pit bulls.

1993. 60 pages. Clearinghouse Report (40798), \$17.00

Public Works/ Environmental Management

NEW!

Cable Television Task Force Report

This report summarizes the recommendations of three task forces in Greensboro, North Carolina, to determine procedures for cable television management and implementation relating to public access, educational access, and government access. Contains results of a questionnaire distributed to other local governments regarding the operations of their cable systems. Also includes the pros and cons of various public access management structures, details of suggested pilot projects, and equipment recommendations.

1993. 188 pages. Clearinghouse Report (40822), \$17.00

City Tree Manual

Gaithersburg, Maryland's detailed guide to landscaping and tree preservation assists engineers and planners in preparing development plans to be submitted to the planning department. Includes tree canopy requirements, preservation plans, and diagrams of the landscape inspection process.

1992. 48 pages. Clearinghouse Report (40730), \$17.00

Commercial/Industrial Water Conservation Guide

Cupertino, California's water reduction plan for commercial and industrial customers. Shows where major water reduction opportunities are, how to implement programs, and why water conservation doesn't have to jeopardize organizational efficiency. Divided into the following five sections: In-House Awareness Program, Water Management Programs for Internal and External Use, Reclamation Program, Specific Applications for Internal Use, and Appendices.

1991. 23 pages. Clearinghouse Report (40611), \$13.00

Community-Based Waste Management Plan

A January 1991 report by Kansas City, Missouri, on recommendations to reduce and recycle solid waste. Outlines services to citizens, the responsibilities of the city government and private industry, and specific recycling strategies. Includes local ordinances and an executive summary.

1991. 85 pages. Clearinghouse Report (40680), \$17.00

Composting: Solutions for Waste Management

Composting can substantially reduce the volume of waste to be disposed of in a landfill and is therefore an important strategy for a comprehensive solid waste management program. This report describes composting methods as well as cost and citizen education and participation. Case studies illustrate backyard composting, co-composting, and composting of municipal solid waste.

1992. 64 pages. Special Report (40689), \$28.00

Costs and Financing of Solid Waste Collection

Lists the number of full-time supervisors, drivers, and maintenance personnel as well as the costs of their salaries, fringe benefits, and future pension expenses. Identifies the number of vehicles that each jurisdiction uses for collection activities as well as the costs for fuel, maintenance, materials, and supplies. Includes operating costs of the specific collection programs—curbside, drop-off centers, and hazardous waste. Lists amounts of revenue from collection activities.

1991. 61 pages. Special Data Issue (40455), \$29.75

NEW!

Deadline on D: A Landfill Update



This 25-minute video is designed to help local governments tackle complying with the strict new federal standards for municipal landfills known as Subtitle D of the Resource Conservation and Recovery Act. Local government managers, interested citizens, elected officials, and other key decision makers can learn about the options available for meeting these challenging regulations. The video reviews Subtitle D's design, technical, and financial requirements, and looks at how Cleburne, Texas, Charles City County, Virginia, and Maricopa County, Arizona gained public support for their solid waste decisions.

1993. 25 minutes. VHS format (40820), \$15.95



72

Design Competitions for Public Facilities

Explains and illustrates how to use a design competition as an option in the design selection process.

Includes case studies from Escondido, California; Concord, California; and Leesburg, Virginia.
1989. 15 pages. MIS Report (40363), \$13.95

Design Criteria for Public Improvements

La Mesa, California's design criteria and plan approval procedures for engineers who submit plans for city approval. Covers general engineering plans; as-built plans; transportation plans; and street, sewer, and storm drain technical standards.

63 pages. Clearinghouse Report (40306), \$17.00

Emergency Landfill Closure Plan

Clark County, Nevada's examination of possible rural solid waste management strategies in response to inevitable dump site closure.

This analysis identifies and examines a viable, cost-effective waste collection alternative that can be implemented on short notice.

1990. 29 pages. Clearinghouse Report (40609), \$13.00

Emergency Plan for Ice Control and Snow Removal

Charlotte, North Carolina's ice control and snow removal plan.

Includes ice and snow control policies. Explains responsibilities of the sanitation, parks and recreation, general services, police, and utility department in cases of snow and ice storms.

1990. 10 pages. Clearinghouse Report (40602), \$11.00

NEW!

Footprints: Citizen Education on Environmental Practices

A citizen education brochure from Long Grove, Illinois, describing practices to conserve its rural environment. It covers conservation measures for citizens regarding garden maintenance, garbage disposal, composting, pond and wetlands preservation, water conservation, and wildlife protection.

1993. 8 pages. Clearinghouse Report (40793), \$11.00

Groundwater Protection: Local Success Stories

Case studies from local governments that have created effective programs for protecting the local water supply by evaluating contamination sources, developing

community support, and using a variety of local and regional resources. Describes an inexpensive solution to leakage from an underground fuel tank.

1990. 13 pages. MIS Report (40408), \$13.95

Joint Refuse Collection

Includes request for proposal specifications, selection information, and the final contract used by Whitehall, Baldwin, Castle Shannon, and Brentwood, Pennsylvania, for joint refuse collection services.

30 pages. Clearinghouse Report (40182), \$13.00

Landfill Management

This overview of landfill management discusses public opposition and siting considerations, public and private landfilling, new technologies, and benefits and problems of closure.

1990. MIS Report (40488), \$13.95

Landscape Waste Composting

Sioux City, Iowa's report on a pilot landscape waste management program covers curbside pickup separation, route schedules and statistics, and contracting with waste haulers. Includes results of surveys to measure the public's perception of the composting program.

1992. 54 pages. Clearinghouse Report (40728), \$17.00

Leaf Compost Program

Falls Township, Pennsylvania's leaf collection/composting program.

Outlines declaration of program, collection methods, compost facility operations, processing, safety, and sample recycling ordinance.

1989. 22 pages. Clearinghouse Report (40375), \$13.00

Local Government Materials Recovery and Recycling Centers

For each jurisdiction that responded to ICMA's solid waste collection and disposal survey, this report lists the materials that the local governments send to a materials recovery facility and to a recycling center. The format allows you to compare your local government's programs with those of similar jurisdictions.

1991. 51 pages. Special Data Issue (40638), \$29.75

Making Environmental Partnerships Work

Describes the steps that must be taken if public-private partnerships for infrastructure financing, solid waste management, water treatment, and other environmental initiatives are to succeed.

1990. MIS Report (40481), \$13.95

Management of Facility Design and Construction

Discusses the management of a construction project, from needs assessment through design and construction. Emphasizes the management role in contracting out a construction project: the responsibilities of the local government and the professionals with whom the local government contracts. Several appendices spell out work responsibilities that should be considered in planning and drawing up contractual agreements.

1988. 72 pages. MIS Report (40168), \$13.50

Management of Local Public Works

Sam M. Cristofano and William S. Foster, editors

Covers management of the public works function in local government: organization and management, information systems, finance and budgeting, planning, personnel practices and productivity, communications management, and liability. It shows how basic principles apply to the management of technical areas—engineering and contracts, equipment, buildings and grounds, transportation, water resources, solid waste, air quality, and code administration. Published by ICMA in cooperation with the American Public Works Association.

1986. 448 pages. Municipal Mgmt. Series Hardback (37532), \$41.95; ISBN: 0-87326-048-1

NEW!

Managing Superfund's Impact: A First-Aid Kit

This report helps the local government manage under the requirements of the Comprehensive Environmental Response, Compensation, and Liability Act, better known as Superfund. Outlines the law, summarizes the process, and introduces the players. Explains how a local government can take steps to avoid liability and how to respond if involved in a Superfund site.

1993. 37 pages. MIS Report (40776), \$13.95

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Overcoming Groundwater Contamination

Video explaining how St. Louis Park, Minnesota, addressed its groundwater pollution problems. Discusses how problems caused by creosote contamination were overcome through use of a carbon filtration system. Interviews and graphics provide technical information on the filtration procedure. Includes interviews with local residents, elected officials, and city staff members, and views of the contamination site after cleanup. 22 minutes. 1/2 inch VHS Video (38529), \$25.00

Pesticide Management

Describes the components of integrated pesticide management and discusses its application in local government operations. Case studies address turf grass management and mosquito control, as well as the role of the local government in reducing citizen exposure to pesticides. 1989. 14 pages. MIS Report (40317), \$13.95

Productivity Improvements in Public Works

Case studies from four cities describe changes in personnel practices or work procedures that have improved productivity: moving away from performance-based compensation, comparing contract work to work done by municipal crews, planning for snow removal, and structuring labor's participation in management decision making. 1990. MIS Report (40449), \$13.95

Productivity of City Fieldcrews

Independence, Missouri's evaluation of the productivity level of fieldcrews in the water, water pollution control, power and light, and public works maintenance departments. Includes method applied to determine percentage of time crew members were spending in productive vs. nonproductive activities and recommendations to increase productivity. 1990. 46 pages. Clearinghouse Report (40466), \$17.00

A Productivity Study of Street Cleaning

Winston-Salem, North Carolina's evaluation of street cleaning operations and approaches. Reviews down-time for types of sweepers, total and input costs per mile of operation, and makes recommendations to improve productivity. 1989. 11 pages. Clearinghouse Report (40397), \$11.00

Promoting a Municipal Recycling Program

A collection of short case studies and examples of some of the public education materials local governments have used to promote their recycling programs. Includes information from Seattle, Washington; Takoma Park, Maryland; Modesto, California; Dakota County, Minnesota; Prairie Village, Kansas; and Homewood, Illinois. 1989. 75 pages. Clearinghouse Report (40387), \$17.00

Public Works Maintenance Safety Program

This award-winning local government recognition program from Eugene, Oregon, highlights the innovation and productivity of public works employees. 20 pages. Clearinghouse Report (40619), \$13.00

Recycling Implementation Plan Synopsis

Los Angeles, California's plan to reduce 50 percent of residential waste. Includes tables and charts of the city's present and projected recycling statistics and expenditures. The synopsis highlights detailed strategies for promotion, recycling in city operations, and developing a recycling market. Includes a detailed description of program costs and effects. 1991. 52 pages. Clearinghouse Report (40682), \$17.00

Recycling Lessons Learned

Descriptions and results of recycling programs in 15 cities and counties, ranging in size from the very small (population 7,000) to the very large (population 1,600,000). Compiled by Public Technology, Inc. and ICMA, this report provides the following information for each program: waste stream characteristics, factors driving recycling efforts, program components, financing, public education, goals, and results. An introductory section summarizes the experiences and the lessons learned in these pioneer programs. 1991. 85 pages. Special Report (40637), \$28.00

Recycling Programs

Islip, New York's and Camden County, New Jersey's programs for recycling and composting paper, newsprint, glass, cans, and other materials. Includes program costs and procedures for evaluating different approaches. 1989. 47 pages. Clearinghouse Report (40396), \$17.00

Recycling Solid Waste

Introduces an integrated approach to waste management and focuses on local recycling. Describes the components of a recycling program and provides three in-depth case studies and a variety of innovative ideas for making recycling a success. 1989. 14 pages. MIS Report (40314), \$13.95

Residential Solid Waste Collection Programs

For each jurisdiction that responded to ICMA's comprehensive solid waste collection and disposal survey, this report includes the service delivery methods; the existence of curbside pickup for recycling, drop-off centers, and paper recycling programs; and hazardous waste collection programs. Identifies separate programs for biodegradable yard waste and how computers are used in solid waste collection and disposal activities. 1991. 59 pages. Special Data Issue (40454), \$29.00

Review of Wastewater Treatment Privatization

Seattle, Washington's review of the types of privatization available for wastewater treatment plans and the potential for cost savings. Discusses financial, legal, and management control issues that can affect privatization. Includes a cash flow model of public and private financing for a facility and evaluations of several privatized treatment plants. 70 pages. Clearinghouse Report (40030), \$17.00

RFP for Residential Recycling Collection Service

Describes Champaign, Illinois' needs and its process for evaluating contractor proposals for residential recycling collection services. 38 pages. Clearinghouse Report (40181), \$15.00

Sewer Access Rights Program

Details how Upper Merion Township, Pennsylvania's Utility Authority is financing sewer expansion by selling sewer access rights to developers. Includes a program overview, participation guidelines and procedures, and sample application forms. 1990. 16 pages. Clearinghouse Report (40391), \$13.00

Siting Solid Waste Facilities: Seven Case Studies

Guide for local government officials on how to site municipal solid waste facilities in the NIMBY era. Several case studies illustrate the

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issues and solutions in finding locations for landfills, recycling centers, composting facilities, and waste-to-energy plants.

1992. MIS Report (40738), \$13.95

Solid Waste Management Plan

Arlington County, Virginia's solid waste management plan includes demographic information, a listing of waste management programs and facilities, a planning checklist, and analysis of waste management needs. Outlines planned actions for expansion over the next 20 years.

1992. 88 pages. Clearinghouse Report (40727), \$17.00

Solid Waste Management Service and Recycling Agreements

Champaign, Illinois' two separate agreements for solid waste management and recycling services. Solid waste management agreement spells out the city's responsibilities, payment schedules, and contractor's operational requirements. Recycling agreement contains definitions, recycling operations, education and promotion schedule, and more.

1989. 74 pages. Clearinghouse Report (40608), \$17.00

Solid Waste Master Plan

Dakota County, Minnesota's comprehensive plan for integrated solid waste management. Includes an examination of the county's existing waste management practices, program goals, costs, and implementation strategies; waste reduction, source separation, central processing, and disposal activities; and plans for handling special wastes.

1989. 96 pages. Clearinghouse Report (40388), \$17.00

Stormwater Management

Addresses stormwater management and control and the procedures and issues involved in setting up a stormwater utility district. Includes four case studies.

1990. MIS Report (40484), \$13.95

Stormwater Management: A Report to City Council

A report by Champaign, Illinois, on its historical and present stormwater management. Lists complete, current, and proposed improvement projects, and their costs and effects. Establishes a problem prevention strategy and discusses strategies for financing improvements. Lists the steps involved in stormwater management planning.

1991. 55 pages. Clearinghouse Report (40679), \$17.00

Street Tree Management Plan

Palo Alto, California's guidelines and goals for tree replacement, species selection, tree canopy density, solar access, and public education. Provides a schedule for an ongoing inventory, tree replacement and plantings, and a list by area of approved species.

64 pages. Clearinghouse Report (37621), \$17.00



Streets-Capital Improvements Video

A 22-minute video produced by Arlington, Texas, to explain the process of street construction to citizens.

1/2" VHS-SP videotape (38512), \$25.00

Tree Management

Newark, New Jersey's computerized tree inventory and management program.

30 pages. Clearinghouse Report (40183), \$13.00

Trees in the Community: Managing the Urban Forest

This report outlines a long-term approach to planning and budgeting for tree management. Details new resources available thanks to recent federal legislation and discusses the role of citizens in maintaining the urban forest.

1992. MIS Report (40716), \$13.95

Trends in Urban Forestry Management

Examines the key aspects of a systematic street tree management program: funding, personnel and salaries, equipment, work activities, and tree care regulations.

1988. 17 pages. Baseline Data Report (40141), \$16.50

Updating Sign Ordinances

Provides ideas for updating existing sign ordinances to address current sign control issues. Outlines basic sections of a sign ordinance, highlights types of signs, and includes sample language and illustrations from local ordinances.

1991. 24 pages. MIS Report (40521), \$13.95

Utility Repair Policy for City Streets

Policy manual from Hampton, Virginia, to describe standards and rules for utility company work within the city right-of-way. Establishes standards to ensure public safety and minimize public inconvenience, protect the public infrastructure, and facilitate right-of-way work. Lists reconstruction/restoration standards; standards for utility

elements including meters, valves, and vaults; and specifications on right-of-way permits. Includes specifications for standard landscaping materials and diagrams of typical utility placements.

1993. 24 pages. Clearinghouse Report (40808), \$13.00

Wastewater Management: Alternative Small Scale Treatment Systems

Provides information to help local officials make decisions about the use of small scale wastewater treatment alternatives.

1985. MIS Report (35955), \$13.95

Water and Sewer Extension Policy

Sets forth Jacksonville, North Carolina's principles and procedures for water and sewer system extension.

1990. 17 pages. Clearinghouse Report (40392), \$13.00

Water Pollution Control User Charge System

Wooster, Ohio, has established a computerized user charge system for sewer charges and industrial waste sewage rates. The system was designed by the city's finance department using Lotus 1-2-3. This report includes a brief description of the program, the two ordinances that established the system, and a sample of the city's analysis reporting.

1989. 13 pages. Clearinghouse Report (40370), \$11.00



Water Utilities Employee Orientation Video

Arlington, Texas' video used for staff orientation describes the functions of the city's department and specifies the city's expectations of new staff in the department. Video provides a clear overview of departmental structure and functions.

Clearinghouse Report. 28 minutes. 1/2" VHS video (40039), \$25.00

Purchasing

Operational Audit Report: The General Purchasing Process

Evaluates Cincinnati, Ohio's purchasing process and recommends bid processing times and purchasing costs. Covers the legal implications of modifying the procurement system. Includes detailed procedure schedules, flow charts, and the amended purchasing ordinance.

52 pages. Clearinghouse Report (37648), \$17.00

NEW!

Procuring Computers and Communication Systems

Discusses the managerial, technical, and economic issues associated with acquiring computers, communications equipment, and office systems. Contains case studies and checklists for planning and acquisition.

1989. 12 pages. MIS Report (40316), \$13.95

Purchasing Management

Effective purchasing management helps maximize the use of local government resources. Describes purchasing techniques that can save money, including cooperative purchasing, and management practices and local government policies that affect the purchasing process.

1988. 10 pages. MIS Report (40204), \$13.95

Purchasing Manual

Arlington County, Virginia's purchasing manual supports this large urban county's decentralized purchasing system. The processes of purchasing are delegated to departments, but the award authority, power, and overall purchasing management responsibilities are retained by the central purchasing staff. Covers all aspects of policy and procedure. Includes proposal evaluation guidelines.

1989. 94 pages. Clearinghouse Report (38482), \$17.00

Research Resources

Compensation 93: An Annual Report on Local Government Executive Salaries and Fringe Benefits

Details the 1992 salaries of officials in nearly 7,000 local governments and provides 1991 data on fringe benefits. Salary information is presented for city and county managers, chief administrative officers, councils of governments directors, assistant managers, police chiefs, fire chiefs, finance directors, parks and recreation directors, and public works directors. Salaries of officials can be compared among governments and by state, region, and jurisdiction size. Presents data by jurisdiction size and geographic division on more than 25 different fringe benefits received by local government managers.

1993. 300 pages. (40770), \$180.00 (ICMA members, \$125.00); ISSN: 0732-5282

Data Tapes

Data from ICMA's surveys are available on tape, on diskette, or in customized printouts for researchers and other users. Recent surveys

include local government personnel practices, form of government, police personnel practices, fire personnel practices, infrastructure financing, economic development, and profile of the CAO. For a copy of the survey instruments and more information about cost and availability, call Haywood Talcove at ICMA at 202/962-3589.



The Municipal Year Book 1993

The 1993 edition includes articles on ethics policies in local government, local government in developing countries, pay-for-performance, property tax as a revenue source, tax increment financing, police unions, form of government, and women and racial minorities in local elected positions. Data on police and fire expenditures and local government salaries are also presented. The section on intergovernmental relations covers judicial, Congressional, and administrative actions affecting local government. The directories list the names and phone numbers of thousands of local officials, professional and educational associations, and state leagues and associations. An annotated bibliography covers 17 subjects, and the cumulative index covers five years.

1993. 416 pages. Hardback (40771), \$79.95; ISBN: 0-87326-968-3; ISSN: 0077-2186

The Municipal Year Book 1992

Includes articles on financing infrastructure; implementing solid waste collection programs; marketing recyclables; municipal finances and the global economy; police, fire, and refuse collection personnel and expenditures; and salaries of local officials and department heads. Many of the articles are based on research conducted by ICMA. As usual, the section on intergovernmental relations covers judicial, congressional, and state legislative actions that affect local governments.

1992. 420 pages. Hardback (40673), \$77.50; ISBN: 0-87326-967-5; ISSN: 0077-2186

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Management Issues and Trends

- Ethics in the Municipal Workplace
- Urban Management in the Developing World
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- Chief Officials in Many Local and State Agencies, Associations, and Leagues

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- Sources of Information

**Statistics Unveiled:
A Practical Guide to Using
Data in Decision Making**

This plain-English guide is an invaluable reference for managers. Filled with practical examples, this guide will help managers make sure they have the right information when they need it by following a five-step process to define the research question, develop the research design, collect the appropriate data, organize the data, and then analyze the results.

1988. 198 pages. Paperback (40190), \$28.00; ISBN: 0-87326-934-9

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Service Delivery Management

Analyzing Services to Balance the Budget

Describes process for creatively examining options for reducing expenditures. Discusses identification of alternatives, criteria for decision-making, creative personnel management, management of the demand for services, and the politics of service reduction. Case studies of cost-cutting efforts are included from Leavenworth, Kansas; Dayton, Ohio; and Indio, California.

1991. 17 pages. MIS Report (40666), \$13.95

Citizen Surveys: How to Do Them, How to Use Them, What They Mean

A comprehensive look at citizen surveys. Describes the purposes of surveys and how they fit into the broader category of citizen participation, why they should and shouldn't be done, and what survey results mean. Offers detailed guidance on planning, designing, conducting, and reporting credible surveys. Provides average service ratings to be used as benchmarks for evaluating survey results. The average ratings are based on the integration of results from over 250 surveys conducted in the U.S. communities over the past 10 years.

1991. 213 pages. Special Report (40462), \$38.00

Citizens Paying for the Activities of Their Choice: Tennis Fees

Lists by individual local government its charges for public tennis courts (court time, lights, racquet rental, and instruction). Provides data on each jurisdiction's population, FTE employees, and general expenditures.

1989. 19 pages. Special Data Issue (40285), \$29.75

City and County Parks and Recreation Consolidation

This report addresses the mutually agreed-upon partial consolidation of parks and recreation services in the city and county of Sarasota, Florida. Contains information on the organization of the merged departments, levels of service, the advisory boards, personnel issues, and fiscal implications.

1989. 41 pages. Clearinghouse Report (40592), \$15.00

Competitive Services: New Revenue Opportunities

Many communities earn needed revenues by "selling" services in competition with the private sector. Information, infrastructure, and

comprehensiveness are all keys to the ability of local governments to offer services that no private contractor can hope to duplicate. Case studies illustrate the variety of local government services that can be truly competitive.

1990. MIS Report (40459), \$13.95

Contract Insurance Manual

Outlines Arlington County, Virginia's insurance requirements for vendors and suppliers of county goods and services. Includes sample forms of personal service contracts, and hold harmless agreements.

1989. 66 pages. Clearinghouse Report (40377), \$17.00

Contracting and Volunteerism in Local Government: A Self-Help Guide

Uses worksheets, case studies, and sample forms to help local officials explore the use of contracting and volunteers. Lists resources for communities considering contracting out and organizations that provide information on effective volunteer management.

1988. 216 pages. Special Report (40177), \$30.00

Culture, Recreation, and Health—Ensuring the Quality of Life

Lists local governments nationwide that use alternative service delivery strategies for recreation services and facility maintenance; programs for the elderly; public health programs; homeless programs; drug, alcohol, and mental health programs; parks landscaping and maintenance; library services; cultural/arts programs; sanitary inspection and rodent control; child welfare programs; and animal control.

1989. 67 pages. Special Data Issue (40300), \$29.75

Current Issues in Leisure Services: Looking Ahead in a Time of Transition

Joseph J. Bannon, editor

This book describes a human service approach to planning programs, provides guidance for program and performance evaluations, includes a case study in productivity, and demonstrates tested approaches to improved financing, budgeting, and risk management.

1987. 180 pages. Practical Mgmt. Series Paperback (39020), \$22.95; ISBN: 0-87326-050-3

contracting's popularity. This report describes the best tools available for evaluating the feasibility of contracting out as an option and for analyzing cost implications.

1993. 14 pages. MIS Report (40791), \$13.95

How Effective Are Your Community Services?

Harry P. Hairy, et al.

This is the completely revised edition of this popular guide to measuring service effectiveness. Prepared in cooperation with The Urban Institute, it covers most local government services, including public safety, transportation, public works, recreation, and libraries, as well as management of complaints and requests for service. Separate chapters address the use of household and business surveys, the use of trained observers, and the application of measurement information to program improvement.

1992. 284 pages. Paperback (40617), \$55.00

Intergovernmental Cooperation Handbook

A guide to planning, organizing, and initiating programs that involve more than one local government. Explains how cooperation improves effectiveness and efficiency of services, describes types of cooperation, discusses how to allocate costs, and examines opportunities for cooperation. Prepared by the Pennsylvania Department of Community Affairs.

1990. 47 pages. Clearinghouse Report (40607), \$17.00

Intergovernmental Service Arrangements and the Transfer of Functions

Focuses on practices and trends in government responsibilities for the provision of service since the early 1970s.

1984. 10 pages. Baseline Data Report (35289), \$16.50

Is Contracting the Answer? The Newark Experience

Summary of Newark, New Jersey's experience with privatization of solid waste collection, tree maintenance, and street sweeping.

27 pages. Clearinghouse Report (40178), \$13.00

Local Government Services Video Sampler

Videos produced by three local governments (Scottsdale, Arizona; Pacifica, California; and Myrtle Beach, South Carolina) to educate new staff members of the public about local government functions and services.

45 minutes. 1/2" VHS video (38504), \$35.00

NEW!

Evaluating Service Contracting

Contracting has become the service delivery alternative of choice for many local governments, but the methodology for evaluating the costs of in-house versus contract service delivery has lagged behind

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Maintenance Management System: User's Manual

Winston-Salem, North Carolina's guidelines for planning and controlling the activities of a maintenance department. Includes definitions and instructions for maintenance standards, work programming, crew scheduling, and performance reporting.

50 pages. Clearinghouse Report (40037), \$17.00

Managing Municipal Leisure Services

Covers changing leisure needs, including planning, citizen involvement, financial management, legal issues, programming for the elderly and the handicapped, area and facility maintenance, and agency management.

1980. 271 pages. Municipal Mgmt. Series Paperback (26980), \$21.00; ISBN: 0-87326-023-6

Methodology for Evaluating Services for Contracting

Houston, Texas' step-by-step procedure for determining which services are appropriate for contracting. Includes preparing productivity studies, contract specification procedures, and monitoring methods for contracts.

1989. 60 pages. Clearinghouse Report (40398), \$17.00

Monitoring the Quality of Local Government Services

Provides information on how local officials can establish procedures that evaluate both client satisfaction with local government services and program costs. Includes a detailed case study, examples of service-user surveys, and information on how to use trained observers to assess service quality.

1987. 18 pages. MIS Report (40012), \$13.95

Municipal Consolidation Issues

A report from the Centre Region Council of Governments, Pennsylvania, weighing the pros and cons of municipal consolidation, and elaborating on contrasting viewpoints and theoretical issues. Describes current regionalization efforts and includes eight municipal case studies.

1991. 100 pages. Clearinghouse Report (40683), \$17.00

NEW!

Neighborhood Service Delivery

Getting neighborhood residents involved in the planning and implementation of local government service delivery is the subject of this report. An in-depth case study from Hattiesburg, Mississippi, the 1992 winner of the U.S. Confer-

ence of Mayors Livable Cities Award, shows how early, disjointed efforts can be molded into a comprehensive neighborhood improvement program.

1993. 10 pages. MIS Report (40804), \$13.95

Performance Auditing for Local Government

Explains performance audits and how they can help managers. Discusses the development of performance standards, the location of the audit function in the organization, and staffing requirements. Case studies illustrate the use of performance auditing in three communities.

1989. 21 pages. MIS Report (40243), \$13.95

Recreation Planning and Evaluation

Long Beach, California's system for ensuring quality recreation programs. Explains how to coordinate all the functions (training, marketing, evaluation, etc.) necessary for a recreation department to use its resources effectively.

38 pages. Clearinghouse Report (40185), \$15.00

Recreation Task Force Report

Albany, Oregon's extensive study of how to meet community recreation service needs through cooperation between public, nonprofit, and private recreation service providers. Examines the roles of recreation providers, the organizational structure for recreation service delivery, and recreation service financing.

27 pages. Clearinghouse Report (40024), \$13.00

Resource and Performance Manager

This six-step planning and evaluation process used by the Long Beach, California, Recreation Department shows a recreation department how to analyze its market, how to encourage innovation and risk-taking from its personnel, how to evaluate the production of recreation programs, and more.

1990. 39 pages. Clearinghouse Report (40385), \$15.00

NEW!

Responsive Service Delivery: A Community Orientation for Problem Solving

An invaluable guide for local governments attempting to translate community-oriented policing or neighborhood service delivery concepts into action. Examples from eight jurisdictions demonstrate problem-solving approaches that are responsive to local circum-

stances, citizen needs, and opportunities for collaboration.

1993. 16 pages. MIS Report (40825), \$13.95

Service Contracting: A Local Government Guide

Donald F. Harney

The first comprehensive guide to service contracting for local governments. Explains step by step how to plan, develop, and maintain your service contracting program: developing a scope of work that reflects your needs, preparing a bid document, evaluating the bids and proposals, negotiating successfully with the private sector, selecting the right kind of contract to use, working with your legal department, monitoring the contractor and handling performance problems, and making the transition back to public-sector service delivery.

1992. 300 pages. Municipal Mgmt. Series Hardback (40720), \$45.00; ISBN: 0-87326-063-5

Service Delivery in the 90s: Alternative Approaches for Local Governments

Using numerous case studies, this report shows how alternative approaches can enhance service effectiveness and quality, increase responsiveness to citizens' needs and expectations, and reduce staffing and capital investment requirements. It covers contracting, franchising, subsidy arrangements, volunteers, self-help efforts, regulatory and tax incentives, and vouchers. The book explains how to successfully review your overall approach to service delivery and implement and evaluate each alternative.

1989. 190 pages. Special Report (40301), \$38.00

Strategies for Implementing Performance Measurement

Covers important steps in organizing a municipal performance measurement program, and looks at some of the problems and benefits in using the results.

1986. MIS Report (38407), \$13.95

Swimming, Golf, and Tennis Facilities in Local Governments

This report uses the results of an ICMA recreation fee survey to study what types of facilities local governments are offering to citizens. How many public facilities offer instruction? Do they have food and beverage concessions? Do public facilities that offer more amenities cover a greater proportion of their expenses in user charges? These and other questions are answered in this report.

1990. 10 pages. Baseline Data Report (40453), \$16.50

Trends and Issues in the Use of Intergovernmental Agreements and Privatization in Local Government

Examines what factors prompt local governments to explore private service delivery options and trends in the use of intergovernmental agreements.

1989. 13 pages. Baseline Data Report (40311), \$16.50

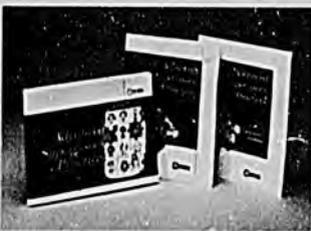
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For more than fifty years, local government officials have turned to ICMA for their professional and employee development needs. Today, the ICMA Training Institute offers Self-Study Courses, training programs, and workshops designed especially for local government management professionals. All are designed to be self-administered, without the need for outside consultants or professional trainers. For more information, please contact the Training Institute at (202) 962-3599.

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1993. Training Package (40742), ICMA Members \$175.00, Nonmembers \$205.00

NEW!

User Fees: Current Practice

Describes the different kinds of fees currently being used by local governments as alternatives to taxation, discusses their legal foundation and advantages and disadvantages, and explains how to analyze costs as well as economic and policy consider-

ations before setting fees. Provides comprehensive case study examples, detailing procedures for implementing and updating user fees and giving examples of fees and how they are employed, not only to raise revenue but also to control demand.

1992. MIS Report (40775), \$13.95

Assessing Critical Management Skills

This training package is designed to enhance the skills critical to being an effective local government chief administrator or key department head. Participants receive 19 copies of a management skills assessment survey which may be distributed to your supervisor, peers, staff, and elected officials. The surveys measure current and desired levels of proficiency (as perceived by the participant and others) in 16 critical management skill areas such as planning and goal setting, problem solving and decision making, quality of results, diversity, and teamwork. You also receive a special workbook to help you interpret your results and formulate your individual professional development plan. Prepayment required.

1991. 93 pages. Individual Training Package (40586), ICMA Members \$250.00, Nonmembers \$275.00

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Citizens expect high quality customer service from their local government. This training package is designed to help managers and employees develop effective customer relations skills, attitudes, and behaviors. Some of the topics covered include handling problems and complaints, creating procedures and policies, and managing customer service operations and personnel. The package includes a user's guide, a workbook with group and individual activities, and an audio-cassette with five case studies based on local government workplace situations.

1989. Training Package (40245), ICMA Members \$115.00, Nonmembers \$150.00; Extra participants handbooks (40246), \$15.00

The Ethics Factor

This one-of-a-kind training program provides three separate curricula that can be used to train line staff and new employees, supervisors and mid-managers, top managers and chief administrators. You

can combine the three curricula in several ways to meet your own needs. You'll receive the text *Ethical Insight, Ethical Action, The Ethics Factor Handbook*, and a *Leader's Guide* that contains detailed curriculum plans, exercises, case studies, discussion questions, and handouts to help you conduct an Orientation to Ethics, Personal Ethics, or Managing Ethics Workshops.

1988. Training Package (40165), ICMA Members \$75.00, Nonmembers \$95.00; Extra sets handbook and text (40166), \$39.00; Extra participants handbooks (40293), \$15.00 each.

Partnerships in Local Governance: Effective Council-Manager Relations

This group training package was developed to help elected and appointed officials hone and refine their ability to work together effectively. Designed to be conducted by either an outside or internal facilitator, the team-building curriculum includes 3 retreat formats: an orientation program for newly elected council members or newly appointed managers, goal setting and strategy planning, and ways to solve problems and conflicts. The package includes a user's guide and a handbook.

1989. Training Package (40328), ICMA Members \$75.00, Nonmembers \$95.00; Extra participants handbooks (40329), \$15.00 each

Performance Evaluation: A Manager's Guide to Employee Development

Designed to help local government officials turn performance evaluations into tools that improve productivity, help problem employees make constructive changes, open lines of communication, and enhance or improve employee development. The package includes a leader's guide, handbook, and audiotaped case studies. The program is extremely cost-effective because it provides materials for both managers and employees. To enhance group discussions, you can use the Training Institute's video

on performance evaluation for no additional cost. Use of the video is available only with purchase of the training package.

1987. Training Package (38547), ICMA Members \$115.00, Nonmembers \$150.00; Extra participants handbooks (38784), \$15.00 each

Skill Building for Supervisors

Based on the best-selling *Effective Supervisory Practices* textbook, this group training package helps first-line and mid-level supervisors develop the interpersonal skills necessary to motivate, counsel, direct, and discipline staff. A variety of learning activities help participants develop skills in communication, team building, work planning, performance evaluation, budget administration, safety management, and public contact.

1985. Training Package (35106), ICMA Members \$175.00, Nonmembers \$205.00; textbooks for participants (35505), \$28.95 each

So Now You're A Trainer

Designed for the nonspecialist, practical trainer, this handbook provides you with the knowledge and tools you need to be an effective trainer. Includes practical tips, techniques, pitfalls, and advice, all gleaned from experience.

1991. (40580), ICMA Members \$20.00, Nonmembers \$25.00; ISBN: 0-87326-921-7

Self-Study Courses

Self-Study Course students receive a chapter-by-chapter study guide, objective unit tests, study essay questions, and a mail-in final exam that is graded by the Training Institute. Upon completion of the course, students are presented with a certificate. Students have the option of individual or group enrollment. Group enrollments receive a group course guide in addition to the above materials. Additional texts and guides must be purchased to fulfill the needs of students participating.

The self-study or the correspondence series can lead to an *ICMA Certificate in Management*. To earn a Certificate, participants choose a total of five courses to be completed in three years. A one time \$50 application fee is required to begin the program. The Certificate allows you to complete courses in your available time (each course usually takes from three to six months), not according to a university schedule. *Self-Study Course prices are discounted for CIMP enrollees—both prices are indicated in each course listing below.* For more information, call the Training Institute at (202) 962-3599.

Emergency Management: Principles and Practice for Local Government

Every community, whether large or small, urban or rural, must plan for an emergency. One of local government's most important public service operations, emergency management affects the very survival of a community. This unique training package provides you with the knowledge you need to effectively

NEW! the role of training, measuring effectiveness and approaches, benchmarking, and case studies on total quality management programs implemented in other local governments. 1993. Training Package (40743), ICMA Members \$115.00, Nonmembers \$150.00; Extra participants handbooks (40758), \$15.00 each



Total Quality Management: Strategies for Local Government

Quality is the most important strategic issue facing public management in the 1990s. The constant adjustments necessary to achieve service quality—declining budgets, increasing demands for services and efficiency, and smaller workforces—have caused local governments to experience extreme difficulty in implementing service quality initiatives. Meet this ever-growing demand with a training package designed to help local government managers and employees develop a step-by-step process oriented, results driven, organizational management approach, which brings together the quality of the services and products offered by your local government and the quality expectations and desires held by your citizens. Topics include top management commitment, organization and structure,

plan for a disaster and mitigate its impact. In addition, the training package includes checklists, case studies, and other tools you can use in building a successful emergency management program. Group enrollments receive two videos with several real life case studies.

1992. Individual enrollment regular price:	
\$175.00 for CIMP registrants	40582 \$195.00
Group enrollment regular price: \$295.00	
for CIMP registrants	40583 \$325.00
Self-Study Guide (extra copies with	
group enrollment only)	40584 \$25.00
Text	40585 \$35.95

Local Government Police Management

This innovative self-study course provides a comprehensive overview of police services emphasizing the changes taking place today which influence how services are being provided. Key management issues covered include patrol operations, management and supervision, crime prevention, criminal investigations, traffic law enforcement, local drug control, organized crime, and human resource management. The group course includes a video on community-oriented policing, case analysis questions, and a film resource list.

1991. Individual enrollment regular price:	
\$175.00 for CIMP registrants	40622 \$195.00
Group enrollment regular price: \$295.00	
for CIMP registrants	40623 \$325.00
Self-Study Guide (extra copies with	
group enrollment only)	40626 25.00
Text	40628 \$41.95

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Management of Local Public Works

Provides a broad overview of local government public works with an emphasis on how public works functions can be integrated into all local government operations. Helps local government officials at various levels to examine and understand the basic principles of public works and how they fit into their responsibilities.

Individual enrollment regular price; \$175.00 for CIMP registrants	38202	\$195.00
Group enrollment regular price; \$295.00 for CIMP registrants	40394	\$325.00
Self-Study Guide (extra copies with group enrollment only)	38776	\$25.00
Text	38806	\$41.95

Management Policies in Local Government Finance

Helps local government officials at all levels examine and understand financial principles specific to local government and emerging issues in the field. Provides the tools for meeting new demands and needs in the finance area.

Individual enrollment regular price; \$175.00 for CIMP registrants	40145	\$195.00
Group enrollment regular price; \$295.00 for CIMP registrants	40146	\$325.00
Self-Study Guide (extra copies with group enrollment only)	40149	\$25.00
Text	40151	\$39.95

Managing Fire Services

Designed to provide a broad overview of fire service from a management perspective. It examines special issues, problems and concerns.

Individual enrollment regular price; \$175.00 for CIMP registrants	40154	\$195.00
Group enrollment regular price; \$295.00 for CIMP registrants	40155	\$325.00
Self-Study Guide (extra copies with group enrollment only)	40156	\$25.00
Text	40158	\$39.95

The Practice of Local Government Planning

As municipalities seek new, creative, and cost-effective ways of meeting demands, planning in local government has become increasingly important. This course will help you better understand the role of today's plan-

ner and the challenges they face in guiding local governments toward community goals.

Individual enrollment regular price; \$175.00 for CIMP registrants	40214	\$195.00
Group enrollment regular price; \$295.00 for CIMP registrants	40215	\$325.00
Text	40219	\$39.95
Self-Study Guide (extra copies with group enrollment only)	40220	\$25.00

Correspondence Courses

ICMA offers two correspondence courses for local government officials who want to expand their knowledge in specific areas. Students receive a text, course guide, final exam, and certificate. In addition to an individual enrollment, students may opt for a group enrollment. *Self-Study and Correspondence Course prices are discounted for enrollees in the ICMA Certificate in Management Program—both prices are indicated in each individual course listing below.*

Effective Communication: Getting the Message Across

Examines the range of methods available to communicate ideas and information to individual citizens, citizen associations and neighborhood groups, elected officials, news reporters, writers, and fellow employees.

Individual enrollment regular price; \$245.00 for CIMP registrants	32816	\$275.00
Group enrollment regular price; \$350.00 for CIMP registrants	32824	\$375.00
Text	32840	\$28.95

The Effective Local Government Manager

Provides a comprehensive overview of the role of today's local government manager. Drawing upon the experience of local government executives, this course examines daily situations managers face and details how to be more effective in day-to-day activities.

Individual enrollment regular price; \$245.00 for CIMP registrants	32085	\$275.00
Group enrollment regular price; \$350.00 for CIMP registrants	32093	\$375.00
Text	32017	\$28.95
<i>The Essential Community</i>	26999	\$21.00

Special Discounts on Valuable Training Resources

The Creative Manager

A fun and useful approach to unleashing the creativity potential in your organization. The program teaches you how to foster a climate that allows creativity to flourish. The package includes a leader's guide and handbook. Developed with Camille Cates Barnett and George Barbour. 1986. Training Package (36951). Special Savings: Price was \$75.00, now is \$60.00

Excellence in Local Government Management

This training package provides resources you need to examine local government issues and to encourage excellence in your local

government. The survey instrument helps you assess organizational excellence, develop a plan to improve performance, and establish criteria necessary to continuously pursue excellence. The package includes a handbook, leader's guide, assessment survey, handouts and readings.

1984. Training Package (34649), Special Low Price: ICMA Members \$50.00, Nonmembers \$65.00; Extra handbook and survey sets (34657), \$15.00 each

A Manager's Guide to Improving Employee Relations

This group package provides concrete ways to improve interpersonal and organizational relationships. Managers will learn how to enhance leadership skills, foster esprit de corps, and create a caring work environment. Includes handbook, leader's guide, and

audiotaped case studies. (NOTE: Limited quantity available.)

1987. Training Package (40077), Special Savings: Price was \$95.00, now is \$50.00 for ICMA Members, \$75.00 for Nonmembers; Extra participants handbooks (40078), \$15.00 each

A Practical Guide to Employee Motivation

This group course not only provides step-by-step guidelines for motivating individuals, but also suggests specific programs implemented by local governments that keep employees working at peak performance. A handbook, leader's guide, and audiotaped case studies are included in the package. (NOTE: Limited quantity available.)

1987. Training Package (40041), Special Savings: Price was \$95.00, now is \$50.00 for ICMA members, \$75.00 for nonmembers; Additional handbooks (40042), \$15.00 each

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NEW!

The Government Services Television Network

Local governments can now have quality training programs, information and ideas, and governmental updates delivered to them in easy-to-use video format every month. GSTN, the Government Services Television Network, will bring videotape programming to subscribing cities, counties, and other local governments. GSTN can help you

- Reduce your travel costs
- Stretch your training dollars
- Expand your network
- Motivate your work force
- Educate your citizens.

GSTN combines the local government expertise of ICMA, the National Association of Counties, the National League of Cities, and Public Technology, Inc., with the television and video talents of Westcott Communications, Inc.

Discounts are available to ICMA members and to charter subscribers. For more information, call 1-800-284-4786 toll-free today. Or write to GSTN at 1303 Marsh Lane, Carrollton, TX 75006.

Criminal Justice Programs

ICMA's community-oriented policing (COPS) workshops and technical assistance use team training to provide a better understanding of the COPS philosophy and information to begin the initial stages of implementation. COPS is an effective alternative policing strategy which focuses on actively engaging the best skills and interests of the entire community to look for the cause of crime and to empower the community to restrain crime.

For more information, contact Roberta Lesh at 202/962-3575.

The Community Policing in Public Housing (CPPH) Consortium offers seminars and technical assistance to help urban areas establish community-oriented policing in public housing developments. The consortium is comprised of ICMA; National Center for Community Policing, Michigan State University; Police Executive Research Forum; and Institute for Law and Justice. For more information, contact Bill Matthews at 202/962-3506.

Environmental Programs

ICMA's Environmental Programs provide assistance to local governments with their environmental problems under grants from the U.S. Environmental Protection Agency (E.P.A.) For more information on any of these programs, call ICMA at 202/962-3672.

- **The Peer Exchange Program** coordinates meetings and infor-

mation exchanges between local government officials in need of assistance with their experienced counterparts.

- **The Superfund Assistance Program** offers materials and regional conferences to help local governments meet the legal, financial, and political challenges of remediating Superfund sites.
- **The Superfund Consortium** is comprised of local government managers that are addressing and evaluating the federal Superfund program and options for reform.
- **The Environmental Mandates Task Force** is comprised of local government officials concerned with unfunded or underfunded environmental mandates.
- **Municipal Landfill Regulation Video.** This video was recently produced to assist local governments in complying with the requirements under Subtitle D of the Resource Conservation and Recovery Act.

Hispanic Network

Developed to provide a support network for Hispanic practitioners, the program addresses the unique needs of Hispanic members of the local government management profession. Information is shared through a quarterly newsletter, a membership directory with over 450 listings, and direct outreach to the Hispanic community. A major goal of this ICMA affiliate group is to encourage young Hispanic men and women to enter the field of local government management. For more information, contact Rita Soler Ossolinski at ICMA at 202/962-3635.

International Municipal Programs

Under grants from the U.S. Agency for International Development (A.I.D.), ICMA provides technical assistance to local governments around the world in a number of areas, including, municipal finance, urban environmental management, and the development of national municipal associations.

Drawing on a talent bank of more than 2,000 candidates, ICMA places local government management experts on short- and long-term assignments overseas. Other forms of assistance include the design and coordination of seminars, workshops, comprehensive study tours, and research projects. ICMA produces a quarterly international newsletter *Cities International* in three languages which anyone can subscribe to by writing to ICMA's International Department. For more information about overseas assignments, please

forward a resume to ICMA's International Department or call 202/962-3555.

Radon Program

ICMA's Radon Program provides assistance to local governments in areas of high and moderate radon risk. The program's mission is to help local governments generate support for radon programs, develop appropriate radon testing and mitigation policy, and plan effective radon awareness activities. Through the program, local governments can access radon information packets, educational workshops and presentations, a demonstration project, an information clearinghouse, and bulk-buying arrangements for radon test kits. For more information, call Tammy Kutzmark at 202/962-3593.

Sports and Convention Center Consortia

The Sports Consortium provides critical information to local governments that own sports facilities and/or contract with professional franchises. The Convention Center Consortium is designed to assist local governments in understanding the management of convention facilities and their financial impact on the local economy. Through unlimited access to each Consortium's exclusive database and research services, member communities gain unique insights into financing methods, management options, and development strategies for constructing facilities and/or negotiating with and attracting professional sports franchises.

Other services include peer matching with experienced professionals, quarterly newsletters and complimentary registrations to the annual Sports & Events Management Conference. For more information, contact John Connor at 202/962-3666.

Resort and Tourism Network

More than ever, communities are looking to tourism as a means of increasing economic development and revenue potential. The Network provides local government officials with a forum to share experiences, learn innovative ideas, and understand the strategies and benefits of successful tourism programs. Network services include personalized research, peer matching with experienced professionals, biannual newsletters on resort and tourism issues, and complimentary registrations to the annual Communities & Tourism Conference. For more information, call Beth Miller at 202/962-3652.

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 A Framework for Citizen Participation 5
 Investing in Our Future: A Handbook for
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 Media Relations Manual 6
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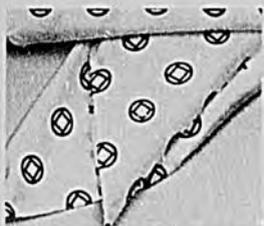
ICMA T-Shirt

Blue with white print (36870), \$8.50. Specify S, M, L, or XL.



Silk Tie

Specify light blue on navy, white on red, or bright green on navy (30856), \$18.50



Silk Scarf

25" pure silk square, white with navy logos (40195), \$20.95



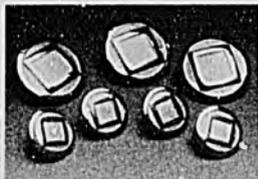
ICMA Logo Mug

Blue ink on white porcelain, 10.5 oz. (36889), \$6.95



Leather Bookmark

Brown with embossed logo (40194), \$1.50



Blazer Buttons

Gold finished set of 3 coat buttons (1/2" diameter) and 4 sleeve buttons (1/4" diameter) (40324), \$35.95



Personal Ethics Certificate Plaque

The ICMA statement with your personal signature line at bottom, mounted on walnut panel. Certificate is 8 1/2"x11", black thermography on Crane's parchment; plaque is 10 1/2"x13" with plexiglass cover. Panel and plexiglass are pindrilled for easy insertion of certificate. (40483), \$27.00



Cufflinks

Blue enamel and silverplated (28436), \$15.00

Key Ring

Silverplated (28401), \$12.50

Money Clip

Silverplated (28371), \$20.00

ICMA Tie Bar

Silverplated (28398), \$15.00

Tie Tack or Lapel Pin

Blue enamel and silverplated (28428), \$9.50



ICMA Earrings

For pierced ears. 1/2" ICMA blue and polished silver logo, dangle earrings. Hypo-allergenic (40739), \$17.00

Special Items Commemorating ICMA's 75th Anniversary



Letter Opener

American-made pewter with engraved 75th anniversary logo (40323), \$22.00

Medallion

3" diameter and 1/4" thick solid bronze medallion with 75th anniversary logo on one side and likeness of the new ICMA building on the other (40326), \$18.00

Spinner Medallion

The solid bronze medallion described above mounted on a bronze base as a desk sculpture (40327), \$45.00

Mark your calendar...



ICMA Annual Conference Dates:

September 19-23, 1993
Nashville, Tennessee

September 18-22, 1994
Chicago, Illinois

September 17-20, 1995
Denver, Colorado

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SUGGESTED ORGANIZATION CHART CITY OF MBABANE

The following suggested organization chart for the City of Mbabane is intended to provide for clear lines of responsibility and authority within the city government. It includes those additional functions recommended to be assigned to the city government within the framework of a new allocation of urban service responsibilities throughout the Kingdom of Swaziland among the ministries, cities and towns, and special districts.

A more detailed discussion of the justification for the restructuring among the three levels of government is found elsewhere in the report. This section deals only with the service programs for the City of Mbabane.

The proposed organizational structure is intended to be as simple as possible with clear lines of authority and responsibility. It contains a minimum of management layers in order to reduce confusion over accountability. A minimum number of departmental managers is likewise recommended in order to justify higher salaries and greater challenge in recruiting professional staff from a limited market.

The following program areas (services) are suggested to be provided by the City of Mbabane:

CITY COUNCIL

Function: Policy responsibility for the general Health, Safety, and Welfare of the Community.

Discussion:

The City Council, chaired by the Mayor, is responsible for the policy guidance of the entire city government of Mbabane. The Mayor is the ceremonial head of the City and presides at formal functions to represent the City. The Vice-mayor serves in the absence of the Mayor.

The new statute governing the local election process provides for a total of 16 city council members, of which three are elected from each of four districts and the remaining four are appointed by the Minister of HUD. The city council will then elect the Mayor from its membership. Elections are to be held every three years for the entire city council. All members of the council have an equal vote on matters coming before them.

Management committees are NOT recommended because they create a two-tier structure of council members, which is contrary to the concept of equal representation of the citizens and to council-manager government. Other standing council committees, i.e., finance, public works, are

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likewise not recommended, since the city manager/clerk is responsible to provide full and complete staff work on all matters coming before the Council--and the whole Council must vote on these matters and should thus have equal opportunity to review and question.

The Mayor and Council are statutorily prohibited from involvement with the administration of the city government, functioning only during formal meetings as a properly constituted body. The City Manager/Clerk should attend all meetings of the Council, participate in discussions as appropriate, but have no vote. All policy instructions from the City Council shall be given only through the City Manager/Clerk by official action of the Council. In this manner, direct accountability by the City Manager/Clerk to the City Council for the entire city organization is clearly assured.

CITY MANAGER/CLERK

Function: Responsibility for administration of municipal government

Discussion:

The City Manager/Clerk is the chief administrative officer of the City, and is responsible for all municipal operations, The Manager reports to the City Council at formal meetings and through written correspondence, and serves the City Council subject to the terms of his or her written contract.

The following program functions are included within the Administrative Department which is headed by the City Manager/Clerk:

- Administration and Budget
- Management Information Services (computers and telecommunications)
- Boards & Commissions
- Economic Development

RECORDS AND PERSONNEL

Function: Responsibility for official records and for personnel administration

Discussion:

The Department of Records and Personnel is responsible for acting as secretary to the official meetings of the City Council and as the official keeper of the city records and documents. In addition, the Department is the personnel office for the city and administers the employee relations program. The city's legal officer is part of the department and provides coordination with outside legal assistance. The Department coordinates the collection of property tax rates and hears appeals from those rates. Finally, the Department includes the Community Service Officers who are charged with the enforcement of municipal statutes for all city departments.

The following functions are included within the Records & Personnel Department:

Employee Services (Personnel)
City Attorney (Rates Collection and Legal Affairs)
Records & Elections (Clerk to the Council)
Community Service Office (law enforcement)

FINANCE

Function: Fiscal Affairs of City.

Discussion:

The Finance Department, under the guidance of the Director, is responsible for the financial affairs of the total city government. The Director reports to the City Manager/Clerk. All revenues received and expenditures made by the City are handled by this department. Program functions include:

Accounting
Investments
Purchasing & Central Stores
Business and Other Licensing
Billing for Services (water, sewer, solid waste, user fees, etc.)
Risk Management (Insurance)
Customer Services (front counter, general information, fines and penalties)

COMMUNITY DEVELOPMENT (Engineering and Planning)

Function: Planning, Development and Redevelopment

Discussion:

The Community Development Department is responsible for the physical development and redevelopment of Mbabane, both private and public. The Director reports to the City Manager/Clerk. Program functions include:

Engineering for all city facilities
Long range planning (comprehensive planning)
Short range planning (subdivisions, re-platting properties, re-zoning)
Redevelopment of distressed areas
Zoning administration
Registry

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Land (Geographical) Information Services
Public Housing

PARKS & RECREATION

Function: Personal Enrichment

Discussion:

The Parks & Recreation Department is responsible for the provision of leisure services for the City, including both active and passive activities. The Director reports to the City Manager/Clerk. Program functions include:

- Park maintenance (city parks, road sides, city properties)
- Maintenance of City Buildings (maintenance & repairs, janitorial services)
- Active Recreation (sports)
- Passive Recreation (meetings, special events, classes, camps, handicapped)
- Swimming Pools
- Auditoriums & Stadiums
- Cemetery
- Forestry (street and other public properties trees planting and maintenance)
- Senior Services: Future (Counseling, advocacy, meeting centers, trips)
- Youth Services: Future (Counseling, special events, meeting centers, trips)

PUBLIC WORKS

Function: Municipal Field Services

Discussion:

The Public Works Department is responsible for the field services of the City government. The Director reports to the City Manager/Clerk. Program functions include:

- Streets (maintenance, cleaning, signing)
- Water Distribution (not including treatment)
- Sewer Collection (not including treatment)
- Refuse Collection
- Septic Tanker
- Equipment Maintenance (city garage and repair facility)

ENVIRONMENTAL SERVICES

Function: Public Health and Property Maintenance

Discussion:

The Department of Environmental Services is headed by the Director of Environmental Services, and includes the responsibility for the protection of the community's health and property. The Department inspects all food establishments and other facilities where public health is at risk, and operates the municipal Abattoir (slaughterhouse). The Department coordinates with the Ministry of Health relative to disease control and medical issues affecting the citizens of Mbabane.

The Department is responsible for issuing permits for, and inspecting, all new private sector building construction within the City. It conducts systematic building and property inspections throughout the community to ensure enforcement of city codes for the sanitation and general upkeep of private properties. The Department should have the authority to enforce immediate corrective measures with its inspectors and the Community Service Officers.

Functions include:

- Health inspections**
- Building Inspections**
- General Property Maintenance Inspections**
- Abattoir**
- Hazardous Materials Control**



City of Lakewood

Policy Report No.

89-43

TO: Mayor and City Council

FROM: John M. Mullins, Director of Economic Development

DATE: August 1, 1989

SUBJECT: Economic Development Strategic Business Plan

Recommendation

It is recommended that Council accept and endorse the executive summary of the Economic Development Business Plan developed by the Ross Consulting Group.

Background

The City of Lakewood first became involved in economic development activities in 1982. Early on, the primary focus of these efforts was directed at expansion of retail centers. Since creating the Economic Development Department in 1987, we have tried to establish a multi-faceted program that emphasizes business retention and job creation at an equal level of importance as retail center expansion. As the City enters its third decade of municipal existence, it is critical that we establish a strategic framework that will guide this program well into the 1990's.

By Council approval of Resolution 89-18 on January 23, 1989, Ross Consulting Group was retained to assist us in developing a strategic business plan approach for the Department of Economic Development at a contractual cost of \$44,500. Specific tasks included business retention criteria, business outreach, new primary employer focus, information and data development, issue analysis, office/industrial projections, and a blueprint for time and budgeting decisions.

The purpose of the business plan was to provide the Economic Development Department with a blueprint for prioritizing manpower and funds in a way that maximizes primary objectives of (1) business retention, and (2) attracting new development. In pursuing these objectives, the Economic Development Department plays a number of roles including facilitation, informational, promotional and orchestrating public/private opportunities.

At the August 7, 1989 Study Session, we intend to review with Council the consultant's goals and strategies for the Economic Development Department's increased efficiency and effectiveness during the next five years. Specific recommendations will be addressed, as well.

Financial Considerations

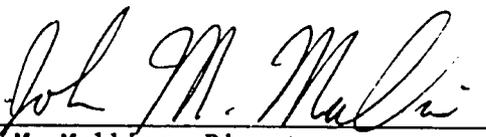
The Economic Development Department's 1990 budget will reflect initial staffing recommendations contained in this report.

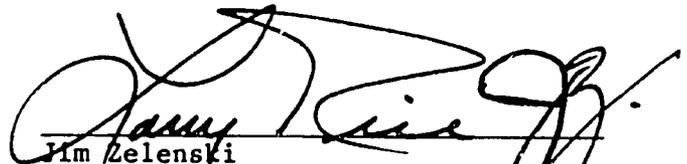
Summary

The Mayor and City Council are requested to reaffirm policy direction to the Department of Economic Development by endorsing the Department's implementation of goals and strategies, as presented.

Submitted By:

Approved By:


John M. Mullins, Director
Economic Development Department


Jim Zelenski
Acting Assistant City Manager

KL: 3800M

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BUSINESS PLAN SUMMARY

Between 1981 and 1986, the price of West Texas crude oil dropped from \$35.64 to \$13.99 per barrel. After averaging a growth rate of 3.1% between 1980 and 1985, Metropolitan employment declined by 35,000 in 1986 and downtown office vacancy soared to 30%.

These events provided Colorado with an early and exaggerated preview of the 1990's. Slow growth and overbuilt real estate markets will tend to be the rule rather than the exception in most of the nation's cities during the 1990's.

As cities respond to the effects of slower growth and shrinking financial resources, more and more will follow the path of Lakewood and commit to pro-active policies to develop their economy and put excess real estate inventories to productive use. Thus, even as Lakewood and the Denver Metropolitan area emerge from a no-growth to a slow growth economy, competitive pressures will increase as more cities begin to assert themselves in the marketplace.

EDD'S MISSION

In addressing their future, cities like many of today's largest corporations must develop business plans for maximizing their competitive edge with fewer resources. Every inherent advantage must be identified and developed. The mission of the Economic Development Department (EDD) is to identify economic opportunities accruing to Lakewood and to implement strategies to fully exploit their potential.

EDD's major challenge is the City's overbuilt retail and office markets. This excess inventory is a drag on the economy and, in some cases, exerts a blighting effect on surrounding land uses. The longer this inventory remains, the more difficult its productive use becomes.

In developing goals and strategies to pursue this mission, EDD, like many of its counterparts recognizes that the concept of "economic development" is evolving. Promotional, recruiting and negotiation skills are "traditional" ingredients of successful development programs and will become even more important in the competitive 1990's. To influence complex issues effecting growth, economic development programs must, however, become more multi-dimensional.

GOALS AND STRATEGIES

Lakewood's economy is based on two regional shopping centers, two major office/hotel districts and more than 6,000 individual businesses. The sales tax revenue and basic employment generated by these entities will determine the City's future economic vitality. Recommended strategies for retaining and strengthening this base are addressed in the first and second sections of this Plan.

The continued recruitment of new employers and maximizing the community's long term ability to compete for growth are also major areas of concern. Additional strategies designed to further Lakewood's economic "expansion" potential are identified in the third section.

As the primary facilitator of economic development, EDD also seeks to maximize its own efficiency and effectiveness. Recommended strategies for improving information management, staff coordination and expertise comprise the final section of this Plan.

A summary of goals and strategies are presented as follows:

GOALS

Sales Retention: Retail Sales tax is the City's major revenue source. The lodging tax supports the City's overall economic development program. EDD's goal is to strengthen Lakewood's ability to import retail sales and lodging expenditures.

Business Retention: The City's existing 6,000 plus businesses will generate a substantial share of Lakewood's future growth opportunities. Encouraging and accommodating this growth is EDD's

STRATEGY

Redevelopment: Maintain and expand the competitiveness of existing regional retail draws, i.e., Villa Italia, Westland and the West Colfax Corridor. Place high priority on policies which address area-wide issues such as the need for traffic generators, more powerful retail mixes, stronger retail concentrations and possible conversion of non-productive retail space. Focus on attracting proactive developers and utilizing the City's financing "tools", i.e., tax increment financing techniques, to attract major traffic generators, create stronger retail mixes and enhance accessibility.

Visitor Promotion: Increase lodging demand by (1) stimulating the business visitor market through expansion of the employment base and (2) financially sponsoring and/or undertaking the development of a visitor promotion marketing program and (3) continue communication and coordination with the lodging industry.

Business Outreach Program: Contact specific Lakewood business as in "growth" industries in an ongoing outreach effort to (1) promote EDD as a liaison with the City; (2) encourage information sharing; (3) develop new

100

GOALS

second major goal.

Economic Expansion: Lakewood will continue to have opportunities to attract desirable "new" businesses. EDD's third goal is to maximize these opportunities through (1) effective recruiting efforts and (2) improving the City's long term business environment. A key prerequisite to accomplishing the latter is the development of more secure water reserves.

STRATEGIES

business leads; (4) advertise EDD's relocation resources, and (5) remain better updated on the status of individual businesses.

Business Assistance: Provide direct assistance to existing businesses as (1) a provider of information; (2) a referral source; and (3) a facilitator in the public approval process. Expand and improve these services through (1) the development of a more complete and systematic data base and (2) continued close contact and coordination with other City departments.

Business-Community Programs: Continue to support programs of Jefferson County Chamber of Commerce. The Chamber is a potentially valuable vehicle for drawing businesses closer to the community and cosponsoring future economic development efforts with EDD. Continue development of innovative job training programs with Red Rocks Community College.

New Business Recruitment: Maintain and strengthen referral networks through specific follow up strategies with (1) State and local economic development organizations; (2) key CEO's and division heads; (3) commercial brokers; (4) overall business community; and (5) professional associations. Development and distribution of a Corporate Relocation Package. Selective utilization of advertising and specific industry targeting.

GOALS

Organizational Efficiency: EDD's final goal is to develop the required management systems and expertise to implement its business plan strategies.

STRATEGIES

Improve Long Term Business Climate: Support Community Development in evaluating regulations and more "streamlined" ways to organize the development review process. Develop annexation strategies which (1) expand the City's retail base and (2) incorporate prime future development opportunities. Establish a water acquisition program as a basis for trading water rights for future tap commitments from the Denver Water Board and the establishment of a Strategic Tap Reserve for Lakewood. The goal of this program is to provide an assured water supply for park and open space development and water necessary to support future new development.

Develop an asset management program in close cooperation with the Finance Department to (1) maximize the potential value of City owned assets and (2) identify possible new economic development opportunities.

Information Management: Develop and ongoing consistent information management system comprised of (1) a data base directory; (2) the addition of a business inventory and real estate data base; and (3) procedures to systematically update and maintain the system. The development of this system; will be done in close cooperation with the Planning Department and Property Management.

Personnel and Time Management: Add full time staff to manage the water acquisition program. Additional staff will also be required to assist in asset

STRATEGIES

management, annexation, referral network tasks, redevelopment, database management and business retention. Add required secretarial assistance and coordinate staff in a more efficient space plan to improve overall coordination and communication.

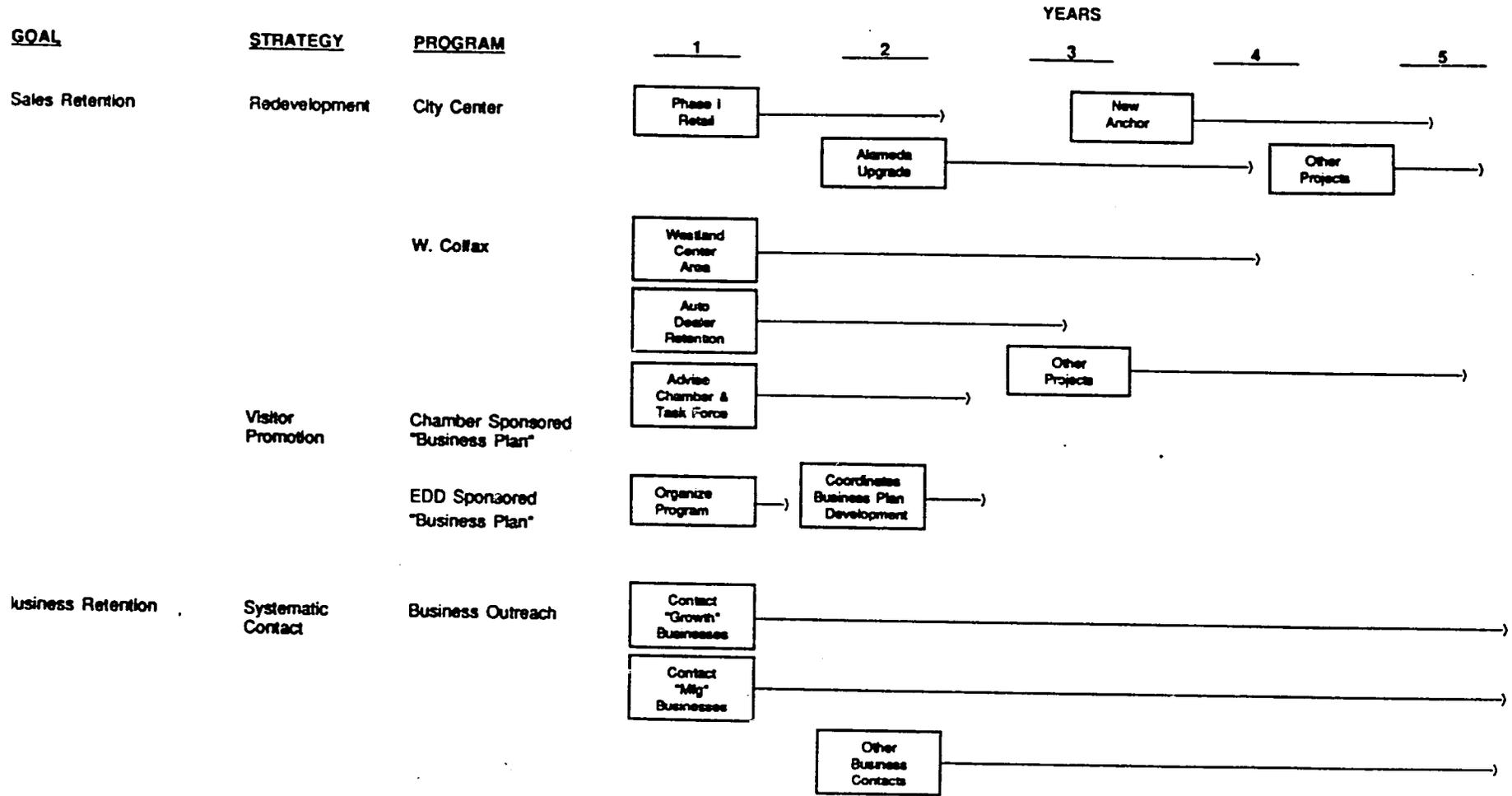
TASKS AND RESPONSIBILITIES

Each of the recommended strategies will be implemented through a series of work tasks or programs. Many of these "tasks" are identified and included as part of the Business Plan. Others will no doubt be developed as individual strategies are reassessed.

The following flow chart summarizes the proposed work tasks. Of the 42 tasks listed, some are recurring while others are one-time projects. The anticipated sequencing and time requirement of each task are illustrated.

Projected staff commitment and areas of responsibility are to be determined. In general, the primary time commitments of the Department Director are devoted to corporate recruiting tasks, redevelopment, annexation and the referral network. Strong assistance is required in the areas of business outreach, business assistance, business-community relationships and the referral network. A separate staff position is also recommended for an individual who would devote the majority of his or her time to water acquisition, trades and coordination with the Denver Water Board. Finally, a separate staff position is also recommended to provide primary support in redevelopment and information management.

Lakewood Economic Development Department



11/1

GOAL

STRATEGY

PROGRAM

YEARS

1

2

3

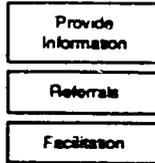
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5

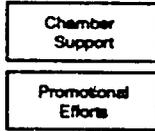
Economic Expansion
Policy

Maximize
Competitiveness

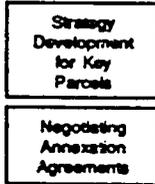
Business Assistance



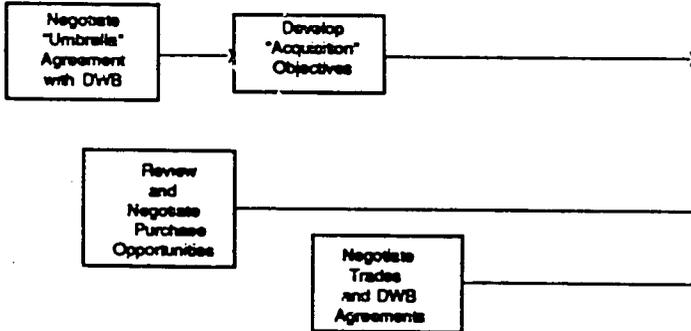
Business-Community



Annexation



Strategic Tap
Resource



126

GOAL

STRATEGY

PROGRAM

1 2 3 4 5

Modify
Development
Review

Participate
in Assessment
of Regulations
and
Process

Asset Management

Asset
Identification

Public
Asset
Strategy
Plans

Union
Square
Disposition
Plan

Coordinate with
Parks and
Recreation in
their asset
Review Program

Beer
Creek
Lake
Strategy

Business
Recruitment

Referral Network

Attracting
Recruitment
Prospects

Targeting

Specific
Industry
Targeting

11

Elgin



Spireet

Elgin, The City to Watch

SUMMER 1994

CITY OF ELGIN COMMUNITY NEWSLETTER

VOL. VII NO. 2

Building five-year financial plan (1995-1999) for Elgin begins with City Council early input

The City Council began the comprehensive process of building with broad-based community input a five year financial plan (1995-1999) and the 1995 budget with a May 18 workshop.

The City Council's workshop focused on questions to build a vision for the community short-term and long-term. These same questions (see box) will be taken to community meetings to initiate discussion. The city council's deliberations brought many ideas and issues to the forefront. Restoration and preservation of existing neighborhood, code enforcement, growth management and planning, public safety, recreation programming and debt issuing policies are but a few of the points brought up.

A summer full of meetings and discussions are planned with citizens, neighborhood groups, business and industry, service organizations, and City departments regarding the financial plan and municipal services. Groups and individuals wishing to be involved in providing input, comments and suggestions can schedule appropriate meetings by contacting Clay Pearson, Assistant to the City Manager, at 931-5593.

Financial Plan and budget discussions are intended to follow this outline:

June and July

Gather broad-based community and citizen input as to community needs for the remainder of the decade and for the 1995 budget. A "Community Needs Statement" would be compiled as a result. Consideration is being given to using the City's eleven planning neighborhoods along with appropriate sub-area to ensure all community groups and citizens can participate. A financial Plan Citizens Advisory Group may be formed representing these areas to help guide the process of gathering citizen input.

June and July

Obtain departmental perspectives about community needs for the remainder of the decade.

August

Compile City Council, community, citizen, and departmental information into a complete report. City conducts budget meetings with departments.

September

Distribute report containing all the City Council, community, citizen, and departmental input to City Council and the community. Meet in a half-day retreat to discuss the information gathered and to receive any City Council policy direction.

October

Presentation to Moody's Investor Service, Inc. (bond rating agency) regarding the City's financial planning process and future capital needs.

November

Budget hearings with City Council.

December

City Council adopts 1995-1999 Financial Plan and 1995 Budget. Any city of Elgin 1994 bond sale would be conducted this month.

Seven questions for helping to develop the five-year financial plan

- What are expectations regarding the 1995 budget?
- What important community infrastructure needs to be started and possibly completed in 1995? In remainder of the decade?
- What community issues need to be addressed for possible additional funding?
- What financial policies need to be established by Council?
- What problem property initiatives should be completed this decade?
- Are there any master plans that need to be created or updated during the remainder of the decade?
- Are there any levels of service reductions envisioned? If so, what areas?

Anti-Drug and Gun Rally

The Elgin Police Department and neighborhood community groups are organizing Elgin's Anti-Gang & Drug Rally on Sunday, June 5 from 11:30 to 5 pm at the Hemmens Auditorium. Last year's Operation Elgin - A Rally Against Gangs & Drugs, was a tremendous success with over 1,500 participants. The Rally provided youth an opportunity to have their choice to remain gang and drug free validated by the community.

As Elgin prepares for another rally, the positive alternatives to gangs and drugs will be stressed. Many groups from within the city as well as the Chicagoland area will be providing examples of positive lifestyles. These alternatives will teach all children regardless of their social and economic backgrounds. Gangs and drugs tempt all youth. The purpose of the event is to show the youth of Elgin that their community supports them as they choose to be "Gang and Drug Free", and to encourage cooperative support between citizens and the legal system.

A town meeting will feature former Chicago Bears player Otis Wilson as the keynote speaker. Entertainment will be

provided by the Good Vibes, a teen theatrical group whose goals are to help kids understand the dilemmas they face, to empower kids to confront those dilemmas, and to challenge them to act responsibly, as well as the Jessie White Tumblers, Kids Soy No, and the Knollwood Junior Dance Team. Demonstrations will be given by community groups as well as a "Rally Walk" through Elgin's neighborhoods, concluding with an extravaganza of many events. The events and refreshments will be provided at no cost to the participants.

Participation from community organizations as well as individuals is encouraged. The level of participation may include involvement within the day's activities or by helping with the planning and organization of the Rally itself. Any questions can be directed to Pam Carr at 742-2532. Also available to assist are Officer Cecil Smith at 931-6017, or Pat D. Prina at 695-8682. Rally Day volunteers are needed as well as material and monetary donations.

City-wide support will show area youth that together, the community can make a difference.

Since you asked

Answers to questions posed in the last edition of the Spirit

Q: Is the City of Elgin responsible for maintaining the trimming of parkway trees?

A: Trees, all 40,000 of them, in the public right-of-way are the responsibility of the City. In the 1994 City Budget, \$75,000 has been set aside for

tree trimmings. In addition, another \$25,000 has been budgeted for tree planting. Requests for trimmings are taken by the Forestry Division of the Parks and Recreation Department. Each request is evaluated and prioritized for action.

Get free tickets to a show at the Hemmens Auditorium

If you have a question about City services, please fill out this form and send it to: City of Elgin, Public Information Office, 150 Dexter Court, Elgin, IL 60120. If we use your question in the next Spirit, we'll send you two complimentary tickets to a show at the Hemmens Auditorium.

Name: _____

Address: _____ Telephone: _____

Question: _____

Comments: _____

City Council, Boards and Commissions Meetings

The following boards and commissions, comprised of concerned citizens, provide input to the City Council in a variety of areas of interest to Elgin residents. All meetings are held at Elgin City Hall, 150 Dexter Court, unless otherwise specified. Meetings are open to the public. Confirm times by calling 931-5615.

Board of Estimates of Stationary Engineers: 1st Tuesday of each month, 7:00 pm.

Board of Fire and Police Commissioners: 2nd Thursday of each month, 7:00 pm. Council Conference room.

Board of Health: 1st Monday of each quarter, 7:30 pm. Council Conference room.

Building Commission, Warm Air Heating Committee, Plumbing Committee, Electrical Committee: Meetings on call.

City Council Meeting: 2nd and 4th Wednesday of each month. Committee of the Whole 6:30 pm. Regular meeting 8:00 pm.

Civil Service Commission: 1st Monday of each month, 5:30 pm. 2nd floor, Council Conference room.

Cultural Arts Commission: 2nd Monday of each month, 7:30 pm. Council Conference room, City Hall.

Elgin Image Advisory Commission: 4th Monday of each month, 7:30 pm. Council Conference room.

Elgin Heritage Commission: 2nd Monday of each month, 7:00 pm. Council Conference room, City Hall.

Hemmens Advisory Board: 2nd Thursday of each month, 7:30 am. Hemmens Lobby.

Human Relations Commission: 1st Tuesday of each month, 7:00 pm. Council Conference room.

Liquor Commission: 1st Wednesday of each month 1:00 pm. Council Conference room.

Parks and Recreation Task Force: Meetings on call.

Parks and Recreation Board: Last Tuesday of each month, 7:30 pm. 31 Fountain Square Plaza.

Planning & Development Commission: 1st & 3rd Monday of each month, 7:00 pm. Council Chambers.

Zoning & Subdivision Hearing Board: 1st & 3rd Wednesday of each month 7:00 p.m. Council Chambers.

Golf course improvements made

By Rick Bell
Municipal Golf Professional

The 1994 season is here. And as promised, there are a wealth of changes at Elgin's two municipal courses — Wing Park and Spartan Meadows.

Many have followed the renovation project from its inception last fall. While not finished by a long shot, work is progressing nicely. If progress goes as anticipated, a new permanent scoreboard with possible bleachers at number eighteen could be in the works.

Roughly 130 new trees will be planted at Spartan Meadows in the next couple of weeks, and coupled with the roughly 30 trees planted over the winter at Wing Park (and possible more to come), it's easy to see how our golf courses will take on an entirely new look.

Still in the plans are starter sheds at both courses, new tees, lightning protection, a courtesy cart on the course, and added equipment to better maintain the playing facility.

New carpeting has been installed at both clubhouses, a new computerized handicap system has been installed at Spartan Meadows. Wing Park is scheduled to be rated by the USGA, and people with disabilities are a high priority relative to our immediate plans.

The junior program has been beefed up to include a junior league, and a traveling team throughout the Fox Valley, to get the juniors onto other courses, for not only their enjoyment, but also for their education.

The tournament program has also been expanded to encourage players from other courses to come to the Elgin Golf Facilities to see what an energetic, well-designed, well-led staff can offer the area players.

All in all, it is sure to be an exciting year.

Some odds and ends you should know are:

■ Season passes are on sale. Anyone wanting information can call 931-5951. If you would like to purchase a season pass, they are on sale at the Spartan Meadows Clubhouse until May 1. After May 1, they will be sold at the Elgin Parks and Recreation office.

■ The new computerized handicap system has been installed and is now accepting members. The handicap fee is \$16.00.

■ The first tournament is scheduled for April 30, a Two Ball Scramble, with a women's division included. Contact Jeff or Rick at the Spartan Meadows Clubhouse for details.

■ Lastly, the municipal golf course staff does want to hear from users regarding operations: beginning in early May, comment cards and deposit boxes will be available at both courses. Comments will go directly to the Golf Committee for appropriate action.

So, if you have played at the Elgin golf facilities for while, knows how many years, and haven't seen any changes, you are in for the change you've been waiting for.

The Golf Division staff is committed to working towards the best possible facilities achievable.

The Elgin municipal golf courses are separate Enterprise Funds, designed to pay for their own operations.

Quote of the Month

"If people concentrated on the really important things in life, there'd be a shortage of golf clubs".

Anonymous

Fox River bike path to be better than ever

When the Elgin Riverboat Resort opens this fall, Elgin residents will not only benefit from a spectacular new riverboat casino and pavilion, but biking enthusiasts will have a beautiful new bike trail to enjoy.

The developers of the riverboat project will restore the bike path from National Street along the Fox River to its original configuration. The path will be freshly done asphalt, and will incorporate modern, indirect lighting.

The bike path will run under a concourse which will link the pavilion with the riverboat. Naturalized landscaping in keeping with the Victorian theme of the development will surround the path. Riders will enjoy a riverbank covered with prairie grass and frequently-blooming wild flowers.

A Bike Relief Station will be constructed, providing water, an air compressor to pump up sagging tires and a place to lock bikes. With a nearby entrance to the pavilion, riders may wish to browse the retail shop, enjoy a meal or take in a movie before heading home.

It should be a great autumn, with more to see and more to do in downtown Elgin!

Bicycle safety

With summer's warm weather approaching the bicycling season has begun. More and more Elgin residents are taking advantage of the Elgin and area bike path system. Bicycle safety is the duty of bicyclist and motorist alike. Registration of bikes is one way of keeping the bikes themselves safe.

Every Saturday morning from 9 a.m. to noon the Elgin Police Department conducts bicycle registration in the lobby of the Police Department, 150 Dexter Court. Registration is also available by appointment at the Police Community Relations office at 31 Fountain Square Plaza (please call 931-6016). By ordinance, all bicycles operated in the City of Elgin must be registered and bear a permanently attached registration. The fees for this registration are only \$1 or \$50, depending on wheel size (more or less than 24 inches).

The ordinance also establishes a \$25 fine for operating an unregistered bicycle. Last April, over 100 bicycles were sold at auction. Most of these bicycles were recovered stolen bicycles where the owner could not be identified due to lack of registration. With bicycle prices climbing, many families are feeling the sting of bicycle thieves. With an aggressive registration program, the police could more readily identify stolen bicycles, return recovered bicycles and raise the odds of arrest for bicycle thieves.

Operation Prom Night

Pre-prom program stresses safety with accident simulation

The Elgin Police and Fire Departments in cooperation with Sherman Hospital, St. Joseph Hospital, the Kane County Coroner, Jones Intercable, Mothers Against Drunk Drivers and REACT Helicopter Ambulance Service are involved in "OPERATION PROM NIGHT" with St. Edward's High School. The project made a visual and emotional impact on prom-goers that drinking and driving don't mix especially on this historically important occasion when young people celebrate their independence and all too often have their lives dashed.

Operation Prom Night involved St. Edward's students acting as victims of a serious car crash. Complete with formal gowns and crashed cars, a crash was simulated to emphasize the terrible impact that drinking and driving can have on prom or any night. Trauma specialists dealt with the serious injuries and the coroner is brought in for the fatality. The action concluded with a helicopter transport from the crash site and action views in area hospital emergency rooms. The entire program was videotaped by Jones



Students look on as crash victims are rescued during the Operation Prom Night simulation.

Intercable for airing at area high schools and other media outlets.

The message of this program will be that drinking and driving don't mix especially at prom time. Every year there are tragic stories of young lives ended for an evening of "fun". To further emphasize this point, a DUI roadblock was also scheduled during prom night to help keep our young safe.

Help is needed for new child advocacy initiative

Toys, paint, furniture sought for new Kane County center

Kane County has opened the new Kane County Child Advocacy Center in a residential area of Geneva. This Center and its staff will investigate and prosecute crimes against children in a victim sensitive manner. These crimes concentrate on child sexual abuse and severe physical abuse. The Center is making a priority of interviewing child victims as few times as possible and in as sensitive a way as possible. This will be accomplished by the staff of trained professionals who are experienced in this type of investigation.

The Center will also strive to increase the rate of prosecution and conviction of adult and juvenile offenders who abuse children. Making these perpetrators accountable is an important message to both their child victims and the community for purposes of protection and further prevention.

The Center will be staffed with four member teams of professional from different disciplines. Each team will be led by an Assistant State's Attorney who will work on the case from the time it comes to the Center, make charging and investigative decisions and follow the case through the trial stage. This same prosecutor will also handle the juvenile court portion of the case if it is necessary for the protection of the child victim. An investigator, DCF's investigator and case manager complete the team.

The building where the Kane County Advocacy Center is located is a two story brick building owned by Kane County. We need community help in decorating and furnishing it in

a way which will make it warm, calming and child friendly. To this end, we want to make it look on the inside like a place for children where they are welcome, rather than an imposing office building with its sterile interiors. To achieve this atmosphere, we are creating a park theme with murals in public places which depict different forest preserve parks within Kane County.

What is most important for the children is that we are making two interview rooms which are age appropriate. Once will be for very young children with the second room designed for children ten through sixteen. These interview rooms are private and confidential. Child victims will no longer have to go to the police department with no specific place for them or have to be interviewed at their school, home or local emergency room.

The Center will also house the teams of professionals who will work on these cases from beginning to end. They will work together on a floor separate and apart from the interview and waiting rooms so that the circumstances and cases will remain confidential throughout the whole process.

In an effort to help these children through a traumatic and tragic part of their lives and to prevent further abuse which has such long-reaching ramifications on all of us, we are asking for your help in supplying any items in good condition such as toys, office equipment, paint, furniture which we can have. Please contact Pat Piper Golden at 208-5160 if you have items to donate or want to help.

Elgin Police Department Youth Officer Dave Berg has been assigned to the Kane County Advocacy Center as an investigator. Any incidents of child sexual abuse should be reported to the Elgin Police Department by calling 311.

Lawn debris collection

Lawn debris has been banned from Illinois landfills since 1990. No person may knowingly mix lawn debris that is intended for collection or for disposal at a landfill. Lawn debris cannot be mixed with the normal garbage for pickup. Residents must separate the materials before the garbage can be picked up.

Waste Management West operates a lawn debris service route devoted exclusively to yardwaste pickup on the same day as garbage/recycling pickup. This truck takes the material to an approved composting or yard waste management facility. Yard waste can be placed only in 33-gallon paper bags. No plastic bags or cans may be used. Brush, evergreen branches, and tree limbs must be tied in bundles which are no more than 5 feet in length, no

greater than 2 feet in diameter and cannot weigh more than 45 pounds. Entire trees will not be collected.

The lawn debris (yardwaste) collection program resumed on April 4. Grass clippings will be collected in the large paper bags only if the proper sticker is attached. These stickers are available for \$1 each at City Hall and local grocery and hardware stores. The sticker per bag program was created to encourage residents to leave their clippings on their lawn while at the same time providing an alternative for residents who wish to continue to bag their grass.

For more information contact the City of Elgin Public Works Department at 697-3160 or Waste Management West at 742-8492.

Garbage placement reminders

Residents are reminded that refuse should be placed out by 7 am on the day of collection, but not before 5 pm of the preceding day. Containers should be returned to storage area within 12 hours following pickup. It is unlawful to place garbage, debris or refuse on the treebank at any other time.

Refuse must be at ground level and next to the curb. Vehicle parking must not hinder collection. In areas with curbside sidewalk, the garbage should be placed on the walk in a manner not to block the entire way for pedestrians.

Garbage and recycling bins which

are set out too early are unsightly and may become a nuisance when birds and animals scatter debris.

Garbage recycling bins and yardwaste bags which are set out before 5 pm the day before pickup can be adversely impacted by rain storms and high winds. Traffic movements and vandalism can also scatter the garbage, recyclables and yardwaste.

Placing garbage out on the treebank on the morning of collection will help reduce litter and improve the appearance of our neighborhoods. Your cooperation on this simple rule will help keep Elgin Proud & Beautiful.

Appliance disposal procedure

"White Goods" are defined as large appliances such as refrigerators, stoves, washers and dryers. Effective in 1992, the Clean Air Act prohibited the disposal of those appliances containing CFC's or refrigerant gas. Appliances presently affected include:

- Refrigerators
- Air Conditioners
- Freezers
- De-Humidifiers

Because of the new environmental regulations, these four types of appliances can no longer be taken with the regular garbage pickup. These four appliances will require a special pickup by Waste Management West. For questions or to schedule this special pickup,

please contact Waste Management West at (708) 742-8492.

Waste Management West is referring all customers with any of these four white goods to the firm Southwest Appliance Pick Up Service. White goods will be scheduled for free pickup and the appliances will be rebuilt and reused rather than taking up landfill space.

Other large items such as furniture will still be collected (maximum 2 per week) along with household garbage per the old City policy. Waste Management West also collects washers, dryers, stoves, etc. because those items can still be taken to the landfill. Call Waste Management West at 742-8492 or 879-9190 with any questions.

Free wood chips

The City is again offering of wood chips/mulch to residents and businesses. The wood chips are a by-product of the tree trimming, chopper and Christmas Tree recycling programs, and storm damage clean-up.

City residents can pick up limb chippings free of charge at Wing Park on McClure Avenue and at Lords Park west of the playground and the Elgin Public Museum.

Wood chips make an excellent mulch for trees and shrubs as they aid to conserve moisture, maintain soil-air exchange and reduce weed growth.

Grass clippings stickers

Grass clippings will be collected only in 33 gallon paper bags, but require that a \$1.00 sticker be attached to each bag. The following stores are selling the stickers for grass clippings:

ACE Hardware	Jewel Foods
Lillian Street	Larkin Avenue
Spring Street	Summit Street
Eagle Foods	True Value Hardware
Big Timber Rd	McLean Blvd
McLean Blvd	Summit Street
Liberty Street	
Grocers	City Hall
Food Mart	150 Dexter Court
McLean & Wing	(stickers only)

Yardwaste collection

Collection of yardwastes resumed in April, on the same service day as garbage and recycling pickups. All yardwaste must be placed in 33 gallon paper bags. The large paper bags are available for purchase at the locations listed above, including City Hall. (No plastic bags or cans may be used). Brush, evergreens and tree limbs must be tied in bundles which are no more than 5 feet in length, no greater than 2 feet in diameter and cannot weigh more than 45 pounds.

Yardwaste collections will be discontinued during the winter beginning after Friday, November 25th. Please call Waste Management West at 742-8492 or 879-9190, or the Elgin Public Works Department at 697-3160 should you have any questions.

City forestry program sprouts new arborist position

Future Arbor Days in the City of Elgin may mean a little more with the appointment of a newly created position, Forestry Arborist. Jim Sheppard has been appointed to the position, newly created this year through a reorganization of existing positions.

Sheppard takes the lead no stranger to the Elgin Parks system, having served in other positions in the City for eleven years. During that time he has gained experience in forestry and became certified by the International Society of Arboriculture.

Immediate goals of the Forestry Division are completion of a city-wide street tree inventory, tree planting and maintenance program development, and improvement of outside contract management. City Parks Superintendent Dave Osborn, to whom Sheppard will report, had this to say about the appointment: "We're very fortunate to have someone of Jim's caliber on staff. Over the last several years he has taken the initiative to become fully versed in Forestry issues. Coupled with his first-hand experience in Elgin, I'm looking forward to



New Elgin Forestry Arborist Jim Sheppard at work.

giving Elgin residents improved streetscapes and parks."

Sheppard will be overseeing a small operation to deal with the estimated 40,000 trees located in rights-of-ways and parks. Maintenance is contracted out to private tree services for the most part as the Forestry Division is staffed by Sheppard alone.

Sheppard will be overseeing a small operation to deal with the estimated 40,000 trees located in rights-of-ways and parks. Maintenance is contracted out to private tree services for the most part as the Forestry Division is staffed by Sheppard alone.

New City Manager selected

The Elgin City Council in February was pleased to announce the selection of Richard B. Helwig as City Manager. Rick has served as they City Manager of Dayton, Ohio from 1984 to January of this year. He was chosen after a nationwide search that began last fall.

Accomplishments in Dayton during Rick's tenure were numerous. Dayton further developed as a regional center with the completion of a \$10 million expansion of the Convention Center, completion of two 20-story office towers, downtown housing, and the \$9 million Dayton Mann Street project. Dayton was named an All-American City in 1991 by the National Civic League.



Richard B. Helwig

Neighborhood groups were the bedrock of policy formulation in Dayton. Priority Boards were strengthened to foster community involvement in the workings of city government. These Priority Boards have become institutionalized as a part of Dayton government, providing critical direction for the local government.

Economic development in Dayton was also a priority. The Dayton International Airport received a \$45 million modernization, a business retention and expansion program was created, a major West Dayton highway network was completed, and a groundwater protection program implemented.

Rick received his Master of Public Administration from the J.F.K. School of Government, Harvard University. He completed undergraduate work at Bowling Green State University in the College of Business (Finance major).

He and his wife, Carolyn, have two sons enrolled at Miami University, Oxford, Ohio.

City extends office hours

Two City offices have begun extended hours to serve residents more effectively.

The Parks and Recreation Department will accept class registrations and inquiries during their extended office hours Monday through Friday, 8 am to 6 pm. The Parks office located at 31 Fountain Square Plaza, will also be open on Saturday mornings from 8 am to 12 noon.

The City Finance Department will also be open additional hours to receive payments such as water bills, vehicle stickers and parking tickets. On Mondays, Tuesdays and Fridays the Finance cashier will be open until 6 pm. These hours are being offered on a trial basis to gauge the service being provided. All other City offices will be maintaining regular hours of 8 am to 5 pm Monday through Friday.

Graffiti

City takes aim at vandalism with community awareness

Where have you seen it? What does it mean? Who is vandalizing our parks, schools, businesses and homes? Why are they doing this? How can we get them to stop? In February 1994, the Elgin City Council appointed a task force to answer and solve these questions. The task force consists of several members headed by Chief Charles Gruber. The members consist of Elgin Police Department personnel, Elgin residents and business owners. The members of this task force will attempt to answer these questions based on our preliminary findings.

Where have you seen graffiti? The individuals who commit this crime spare no one. The more exposure, the more prestige for the tagger. You will find it everywhere. On sidewalks, the sides of homes and businesses, occupied and unoccupied, street signs, billboards and schools.

What does the graffiti mean? There are two forms of graffiti, one of which is gang graffiti, committed by gang members on any surface that encompasses where they feel their "turf" is. It is usually the name of their gang along with their gang's logo. Another form of graffiti is called tagging. Taggers are a loosely-knit group of individuals who appoint themselves "nick names". Their notoriety amongst their peers comes from the number of times they tag their names, again on any surface. This group, on the other hand, does not usually have territories and roams freely. Keep in mind quantity is their goal.

Why are they doing this? This is a difficult question to answer. It has been well established that gangs form for the purpose of engaging in illegal activities which are profitable to them. Graffiti is a form of communication to recruit members as well as to show disrespect to rival gangs. The individuals' reasons for joining such a group can be linked to

their desire for the sense of belonging or protection. The gangs offer this for a price. The taggers' reasons for tagging, although it stems from a need of recognition, is originated from a lack of constructive activity.

How can we get them to stop? The key to prevention starts at home, with the responsibility belonging to the parent/guardian. The community cannot raise the children. Parental involvement, education and awareness in the schoolage years is crucial. Encouraging children to join extra curricular activities and/or to seek employment when age appropriate is critical. Know where your children are "Hanging out" is a good indication of a lack of direction. The community has a responsibility to participate as well as sponsor the many activities that already exist as well as promoting new ones.

What about the graffiti that's already there or is yet to come? Prompt removal is important as it deters future occurrences. There is a restitution program in place with the Elgin Police Department and, in the event of an arrest, there are laws that can assist the victim of this type of criminal property damage.

Community awareness is extremely important. Report vandalism whenever you see it. A disturbing finding of this task force was the apathy conveyed by many members of the community. By not caring about the appearance of our neighborhoods, we send a message that this is tolerable. A joint effort by law enforcement and the community will help to manage this intolerable crime of which we're all victims.

The newest gang member in your neighborhood could be the boy next door.

Awards

Continued from back cover

Officer Wolf, while on patrol, observed smoke and an orange glow coming from the second story window of a building in his neighborhood. Officer Wolf called for Elgin Fire Department assistance and began to evacuate the residence. After the house was successfully evacuated and the fire extinguished, Bill interviewed several children who were in the house. It was determined that the fire was started by the children playing with a lighter. The attention to duty and quick reaction prevented what could have been a tragic situation with minimum property damage.

Bill's actions on that night are typical of his attention to duty. Although only being with the force for two years, his positive impact has been great. Bill has been one of four officers participating in the Resident Officer Program of Elgin (ROPE). The program was instituted four years ago and puts an officer to live in the neighborhood they patrol. The police officer, while providing a law enforcement advantage, also works with other departments to deliver City services.

Police statistics show overall crime is down in Woll's area by 10% while burglaries were down 54% and drug offenses down 80%.

Elgin residents are fortunate to have people the caliber of Bill Wolf and Steve Berry in its employment.

Surprised? Fact is, you shouldn't be. Wake up. Times are changing, and so is the average gang member. It's a sobering fact that in many schools, even the good kids consider it cool to hang with the gangs.

Look. Everyone's against gangs and drugs. Now you can do something about them. Come to a Community Meeting, sponsored

by Elgin's Gang and Drug Task Force. Get the facts. Learn more surprising things about gangs. Then get involved. You'll find it's time well spent and you'll be very appreciated for it. Can't make the meeting? Call Linda Salladas at 697-1221 for information.

Our aim is to put a stop to this nightmare. The first step? It's time we all wake up a little.

Lords Park Pavilion
June 14, 1994
7:00 p.m.



It's time to wake up!

Hemmens Events

MAY 15 - JULY 31, 1994

All events subject to change. For confirmation call (708) 697-3616



MAY

May 15, 1:00pm Sunday	Battelle Academie of Dance/Dance Recital "BLAST FROM THE PAST"	Auditorium
May 18, 7:00pm Wednesday	Earlen Park District 17th ANNUAL DANCE RECITAL	Auditorium
May 20, 8:00pm Friday	Independent Players "A DOLL'S HOUSE"	Playhouse
May 20, 8:01pm Friday	Elgin Barbershoppers Concert "SWINGIN' HARMONY"	Auditorium
May 21, 8:01pm Saturday	Elgin Barbershoppers Concert "SWINGIN' HARMONY" w/Afterglow	Auditorium
May 22, 3:00pm Sunday	Sherwood School of Ballet/Dance Recital "DANCE ON BROADWAY"	Auditorium
May 27, 7:00pm Friday	Scalfaro Schl of Classical Dance/Dance Recital "ANDERSEN'S FAIRY TALES"	Auditorium
May 27, 8:00pm Friday	Independent Players "A DOLL'S HOUSE"	Playhouse
May 28, 7:00pm Saturday	Mar Ray Dance Studio DANCE RECITAL	Auditorium
May 28, 8:00pm Saturday	Independent Players "A DOLL'S HOUSE"	Playhouse
May 29, 2:00pm Sunday	Mar Ray Dance Studio DANCE RECITAL	Auditorium
May 30 Race 8:00am	City of Elgin/Parks & Recreation ANNUAL FOX TROT RACE Registration: 6:00am, Monday:	Exhibition Hall

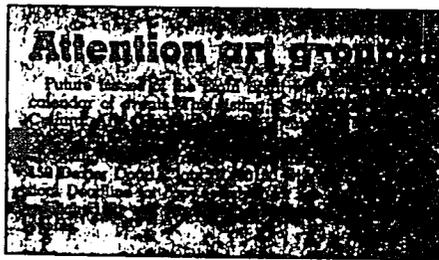
JUNE

June 1, 7:00pm Wednesday	Algonquin Academy of Dance/Dance Recital "MARVELOUS MOVIE MUSIC"	Auditorium
June 5, 11:30am to 5:00pm Sunday	Elgin Police Department ANTI GANG & DRUG RALLY	Entire Bldg
June 6, 2:00pm Monday	Fun ME Events "ARMEN OF SWING"	Auditorium
June 5, 6:00pm Sunday	Elgin Summer Theatre "JESUS CHRIST SUPERSTAR" Auditions	Auditions
June 6, 6:00pm Monday	Elgin Summer Theatre "JESUS CHRIST SUPERSTAR" Auditions	Auditions
June 7, 6:00pm Tuesday	Elgin Summer Theatre "JESUS CHRIST SUPERSTAR" Callbacks	Auditorium
June 11, 7:00pm Saturday	Gould Academy of Dance Arts DANCE RECITAL	Auditorium
June 12, 3:00pm Sunday	Gould Academy of Dance Art DANCE RECITAL	Auditorium
June 17, 8:00pm Thursday	Miss Illinois/America Scholarship Pageant PRELIMINARY	Auditorium
June 17, 8:00pm Friday	Miss Illinois/America Scholarship Pageant PRELIMINARY	Auditorium

June 18, 9:00pm Saturday	Miss Illinois/America Scholarship Pageant FINALS AND CORONATION BALL	Aud./Ex.Hall
June 23, 7:00pm Tuesday	Ebenna's School of Dance/Dance Recital "SLEEPING BEAUTY"	Auditorium
June 24, 7:00pm Wednesday	Rhonda's School of Dance/Dance Recital "SLEEPING BEAUTY"	Auditorium
June 25, 12:30pm & 6:30pm Saturday	Dorothy's Dance Unlimited/Dance Recital "GIVE ME THAT SPOTLIGHT"	Auditorium
June 26, 2:00pm Sunday	Dorothy's Dance Unlimited/Dance Recital "GIVE ME THAT SPOTLIGHT"	Auditorium
June 29, 7:00pm Wednesday	Golden's School of Dance/Dance Recital "DOROTHY GOES TO THE MALL"	Auditorium
June 30, 7:00pm Thursday	Golden's School of Dance/Dance Recital "DOROTHY GOES TO THE MALL"	Auditorium

JULY

July 7, 7:00pm Thursday	Aragon Dance Academy DANCE RECITAL	Auditorium
July 8, 7:00pm Friday	Aragon Dance Academy DANCE RECITAL	Auditorium
July 9, 7:00pm Saturday	Gymkhana Dance Studio DANCE RECITAL	Auditorium
July 10, 8:30am to 6:00pm Saturday	Skyline Cocker Club DOG SHOW	Exhibition Hall
July 10, 3:00pm Sunday	Gymkhana Dance Studio DOG SHOW	Auditorium
July 22, 8:00pm Friday	Elgin Summer Theatre "JESUS CHRIST, SUPERSTAR"	Auditorium
July 23, 8:00pm Saturday	Elgin Summer Theatre "JESUS CHRIST, SUPERSTAR"	Auditorium
July 24, 3:00pm Sunday	Elgin Summer Theatre "JESUS CHRIST, SUPERSTAR"	Auditorium
July 29, 8:00pm Friday	Elgin Summer Theatre "JESUS CHRIST, SUPERSTAR"	Auditorium
July 30, 8:00pm Saturday	Elgin Summer Theatre "JESUS CHRIST, SUPERSTAR"	Auditorium



Elgin Phone Numbers

Code Administration and Community Preservation:	
Information	931-5920
Architectural/Plan Review	931-5923
Environmental/Health	931-5935
Housing Code Administration	931-5924
Housing Complaint	931-5921
Permit Issuance	931-5925
Rental Registration Information	931-5921
Cemetery, Bluff City	931-6135
Center City Development	931-5945
City Hall:	
Information	931-5615
Deaf-TDD	931-5616
City Clerk	931-5660
City Manager	931-5590
Public Information Office	931-5593
Legal	931-5655
Mayor	931-5595
Planning	931-5910
Purchasing	931-5605
Other Dept.	931-6100
Elgin Public Museum in Lords Park	741-6655
225 Grand Boulevard	
Engineering Division	931-5955
Finance Department:	
Accounts Payable	931-5605
Administration	931-5625
Ambulance Billing	931-5635
City Vehicle License	931-5633
Parking Ticket Payment	931-5638
Water Billing	931-5630
Fire Department:	
Emergency -	
Fire and Ambulance	911
Non-Emergency	931-6060
Administrative/Records	931-6175
Training/Public Education	931-6184
Gail Borden Public Library	742-2411
Garbage Collection & Recycling:	
Waste Management-West Disposal	742-8492
Golf Courses, Municipal:	
Spartan Meadows	931-5950
Wing Park	931-5952
Hemmens Auditorium:	
Administration	697-3616
Ticket Information	931-5900

Human Resources Department:	
Fair Housing & EEO	931-5618
Occupational Safety	931-5617
Recruitment & Benefits	931-5620
Old Main Museum	742-4248
360 Park Street	
Parks and Recreation:	
Administration	911-6120
Forestry	931-6131
Recreation Information	931-6140
Sports Complex Information Line	931-6145
Police Department:	
Emergency	911
Information	931-6080
Non-Emergency	931-6060
Deaf-TDD	931-6070
Administration	931-6000
C.A.T.C.H.	695-4195
Community Relations	931-6016
Crime Analysis	931-6027
Deaf-TDD & Voice	931-6070
Detective Bureau	931-6059
Emergency Services Disaster Agency	931-6005
Jail Operations	931-6087
Juvenile	931-6043
Records	931-6020
Traffic	931-6035
Training	931-6006
Public Swimming Pools:	
Lords Park	931-6141
Wing Park	931-6142
Public Works Dept.	697-3160
PACE Transportation Office	
Administration	931-6745
Deaf-TDD	931-6070
Bus Information	931-6750
Dial-A-Ride Services	931-6755
Deaf-TDD & Voice	931-6755
Switchboard, City Hall	931-6100
Water Department:	
Administration	931-6150
Billing	931-5610
Leaks	697-3160
Meter Services	931-6163
Water Quality/Laboratory	931-6160
All city departments can be reached through	
the main switchboard: 931-6100	
Not all numbers listed are city offices.	
City Hall Hours: 8:00 a.m. - 5:00 p.m.	
Emergency Numbers	
All Emergencies	911

BEST AVAILABLE COPY

Elgin



CITY OF ELGIN
150 Dexter Court
Elgin, Illinois 60120
931-6100
TDD 931-5616

City Hall—Hours:

Monday—Friday: 8 a.m. to 5 p.m.

Mayor: George Van De Voorde

Council Members: Dan Fox
Robert Gilliam
Ed Schock
Cheryl Popple
John Walters
Marie Yearman

City Manager: Richard B. Helwig
City Clerk: Dolonna Mecum

Fire Department:
911 **EMERGENCY**
931-6175 **NON-EMERGENCY**

Police Department:
911 **EMERGENCY**
931-6060 **NON-EMERGENCY**

Public Works Dept.: 697-3160
Planning Dept.: 931-5910
Park & Recreation Dept.: 931-6120

Elgin firefighter, police officer selected as tops for 1993

The American Legion has selected two Elgin public safety employees as exemplary examples of outstanding service and leadership. Lieutenant Steve Berry and Officer Bill Wolf were honored for their work in 1993.

The annual American Legion recognition goes to one Elgin firefighter and police officer. The awards were presented by Legion representatives including Tricia Dieringer, Commander of Elgin Post #57 and Adjutant Donald J. Sleeman at an April ceremony.

Steve Berry

Lieutenant Steve Berry has been a member of the Elgin Fire Department since 1978. He has been a positive contributor in many programs including the Dive Team, Public Education Teams, and Paramedic Unit. His performance in his regular duties as well as his extra responsibilities has always exceeded what was expected. Steve always met challenges from work with a very positive attitude and his approach has had a tremendous effect on those who worked with him.

The summer of 1993 proved to be Steve's biggest challenge. Hours after his 40th birthday celebration, Steve suffered a severe stroke that left him paralyzed. This was indeed a challenge, especially for an individual who



Officer Bill Wolf, American Legion representative, Tricia Dieringer and Firefighter Steve Berry

was in excellent physical condition.

Hospital staff were amazed at his progress. Steve was the epitome of what a person "fighting back" was all about.

After being sent home, Steve had more long days and nights ahead of him. After months of physical rehabilitation, Steve returned to his normal assignment on the Fire Department. He had shown exactly what was meant by courage, determination, and hard work. Steve is back on the force 100% and has been a role model and leader for the Elgin Fire Department and the City of Elgin.

Bill Wolf

Late on a September, 1993 evening

► See **AWARDS** on Page 1

Elgin Spirit
City of Elgin
150 Dexter Court
Elgin, Illinois 60120

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Carrier Route Presort
Local Postal Patron

Bulk Rate
U.S. Postage
PAID
Elgin, Illinois
Permit No. 5

Catch the Spirit!

1991 PERFORMANCE SUMMARY - CHARLES GRUBER

This performance summary marks my second full year review for the department heads of the City of Elgin. The annual process is an integral part of the professional "career service" direction of the City's management program, and is intended to provide Chuck and me with a forum for discussing his professional and individual goals and objectives, as well as his relationship with the organization.

Strengths

I have now worked with Chuck for nearly two years and find him to be an extremely competent and energetic chief. Chuck seems to thoroughly enjoy his professional responsibilities and takes a very aggressive and innovative approach to moving the police profession forward. I appreciate Chuck's willingness to take risks in trying new approaches to criminal justice work, and anticipate that he will continue to do so in the coming years.

Chuck has resolved most of the operating problems in the department during his short but exciting time with the City, works well with the other departments, and is steadily implementing the improvements which will shortly make the department the standard by which other police agencies measure themselves. This will be particularly so when the new police facility is occupied in approximately two years and the full automation and support facilities/services are available.

Opportunities and Goals

Leadership is a lonely and sometimes difficult process. Leaders tend to be resented and subjected to higher standards of cooperation, support and sensitivity. Chuck exhibits strong leadership - and sometimes causes strong reactions which he is over time becoming better at anticipating and preventing/resolving. He will want to continue working on this aspect of his leadership over the coming year.

Summary

In summary, the past year has been an exciting and enjoyable time working with Chuck and I look forward to the coming year as we begin development of the new police facility and move forward the many innovative programs now underway.



Received

1-12-92

Date


Larry L. Rice, City Manager
December 30, 1991

January 7, 1992

MEMORANDUM

TO: Mr. Rice
FROM: Chief Gruber
SUBJECT: Goals & Objectives 1991 - Achieved

As I did last year, I would like to start by reaffirming my commitment to our study we completed in early 1991. That work established both long and short range goals for our department.

With that in mind, I'll go over what was accomplished and what was not.

1. The development of a two man drug enforcement unit within our existing investigations unit. This will include training and personnel preparations for assignment.

Completed. Officers working making nearly daily arrests.

2. The addition of a Juvenile Sergeant for supervisor for our youth unit.

Completed. Sergeant McCurtain took command of the Juvenile Division.

3. The addition of the social worker and establishment of crisis intervention program in the department.

Completed. JoAnn Stingley hired on board, trained, and working in program.

4. Research the feasibility of civilian evidence/property custodian for approval of 1992 budget.

Completed. Bob Grochowski hired, working - priority moved up due to Bailey incident.

115

existing goals as outlined in patrol, watch, and in orders to 75%.

Exact work output and percentages accomplished, published in annual report.

Continue development of the department's review panels including development of a department newsletter.

Completed both projects. Newsletter also established for captains.

Formed a Warrant Team as authorized in budget.

Completed. Officers trained, selected, and working.

Formed a Canine Team as authorized in budget.

Completed. Officer and canine trained, selected, and working.

Provide supervision of patrol units by insuring three (3) officers per shift.

Completed with the introduction of the 1992 budget and the promotion of Sergeant Terry Sterrick.

Deploy manpower to better facilitate the response to incidents within community.

Completed. A re-evaluation continues on a quarterly basis.

Development and implementation in at least three (3) neighborhoods the community oriented policing program or resident program.

Completed in conjunction with goal 10. This has been completed. 1) Gifford Park area, 2) Ann Street, 3) Illinois Court sites, officers, training, completed and up. In addition, two (2) sites were selected for neighborhood programs, 1) Burnham Mill, 2) Poplar Creek - fully staffed 12 hours a day.

12. Complete without disruption the labor negotiations with Clerical/Technical and Patrolman's Unit.

Completed (Femi gets credit).

13. Continue the Parks Policing Program as required during peak hours.

Completed. Full report submitted.

14. To maintain general case assignment clearance of 65% and burglary case clearance of 35%.

Completed. Full report submitted.

15. To complete implementation of 911.

Completed. Work continues on alarm portions of project.

16. To develop a jail release work program with the district court.

Completed. 1992 budget provides for a Community Service Officer (Restitution) to work with courts.

17. To develop a juvenile citation program and implement same.

Not completed, re-priority set.

18. To implement a D.A.R.E. program.

Completed. Officers selected, trained, and working in schools, both public and private.

19. Upgrade and redesign the USA Team to community policing model.

Not completed, re-priority set.

1992

Mr. Rice
January 7, 1992
Page 5

continue to work toward CALEA and codify our manuals
one (1) manual system.

Completed. Set for 1992 if reorganization accom-
plished.

Continue to work on risk reduction and liability preven-

tion. Progress continues, progress made, safety committee selected
a place.

Review, in cooperation with City Manager, architects,
and needs study, and concept paper, develop bid specs
and prepared to go on bid prior to 1992 budget implemen-
tation.

Work completed per schedule (lots of help from Bob
Will continue through 1992).

Develop community generated gang and drug neighborhood
(NAT).

Completed, however, Elgin Gang Task Force was restruc-
tured and we are currently working with other police de-
partments and Sheriff's Office on gangs.

:

Worked on completing a comprehensive structure of mea-
surable goals and objectives. While not completed, ini-
tial drafts, meetings with each officer, supervisor, and
management personnel have been completed. A strong basis
for the continued development of the project has been
laid.

Analysis was completed and restructured to meet
city oriented policing needs.

Introduced new daily activity forms for all officers to
complete.

- Expanded the police liaison officers to include two (2)
officers for the middle schools.
- Intensified the issue of wellness within the department.
Work was completed toward the development of a complete
physical fitness program.

CAG:ks

CITY OF MBABANE

SUMMARY OF REVENUES & EXPENDITURES

1994-95

EXHIBIT F

REVENUES				
ACTUAL 1991-92	ACTUAL 1992-93	CATEGORY	EST. ACTUAL 1993-94	APPROVED 1994-95
		Beginning Balance		
3,387,278	3,555,731	Rates on Private Property	4,993,840	4,846,459
430,953	478,520	Rates on Government Property	839,400	1,099,937
219,684	267,974	Rates Penalty Interest, Clearance Ce	202,703	219,600
-	-	Government Grants	-	-
485,300	849,244	Subvention & Grant-in-lieu: Licenses	275,500	316,000
-	-	Non-Rat	335,900	1,133,169
291,200	334,900	Refuse Removal	366,700	1,416,461
27,300	31,400	Agency Fees	34,400	39,560
13,200	15,200	Burial Costs	16,600	19,090
-	-	Miscellaneous Revenue	-	-
139,508	68,883	Interest on Investments	53,739	-
36,144	43,598	Rent	107,580	66,800
1,217	4,975	Health Admin: Lab Fees	442	9,700
6,698	6,527	Abattoir	40,240	57,200
10,815	9,135	Day Nursery	12,891	33,440
5,799	10,651	Burial & Cemetery Fees	6,240	8,000
277	409	Swimming Pool & Sports Fees	8,296	7,100
61,949	48,928	Building Fees	33,309	55,700
79,217	88,636	Cleaning Services, Refuse Fees, Sep	155,005	679,837
5,768	4,505	Markets	14,040	82,100
223	46	Cash Surplus	-	-
350	963	Misc., Adv., Hire Plant, Firewood, Po	21,784	36,347
18,860	19,150	Toilet Fees	38,549	85,800
19,456	12,388	Ground Leveling	-	-
1,001,545	1,961,743	Deficit:	1,318,575	-
6,242,741	7,813,506	TOTAL REVENUES	3,875,733	10,212,300
EXPENDITURES				
ACTUAL 1991-92	ACTUAL 1992-93	DEPARTMENT	EST. ACTUAL 1993-94	APPROVED 1994-95
130,672	121,900	City Clerk	88,196	181,300
284,281	435,220	Clerk to Council	504,811	754,600
716,220	829,132	City Treasurer	1,222,982	1,126,300
155,259	282,914	Financial Sundries	286,704	287,000
208,285	241,253	Personnel	310,225	164,400
334,145	398,241	Health Administration	434,615	610,500
78,130	69,057	Health: Abattoir	76,390	84,600
47,564	98,300	Day Nursery	85,022	113,500
230,520	411,124	Works, Administration	337,906	557,500
793,885	1,011,304	Parks (and Cemeteries)	876,123	819,700
		Cemeteries		136,500
49,084	50,781	Sports & Recreations	63,350	96,600
1,755,373	2,021,312	Works: Depot	2,293,360	2,615,400
349,509	398,447	Vehicle Repair Workshop	784,975	561,700
181,239	237,949	Building Inspection	320,524	392,400
131,790	170,992	Public Conveniences	154,761	194,200
130,286	167,340	Markets	173,118	218,000
666,499	868,240	Cleansing	862,671	981,900
0	0	Septic Tanker	0	291,800
0	0	Pound	0	24,400
6,242,741	7,813,506	TOTAL EXPENDITURES	8,875,733	10,212,300
0	0	BALANCE (+/-)	0	0

CITY OF MBABANE

EXHIBIT G

MONTHLY REVENUE REPORT FOR: APRIL 1994

DATE 1994	Total Receipts	Sundry Debtors	Land Sales	Low Cost Housing	Rates Assessment	Rates Clearance Certificat	Fumigatio Postels, L Fees, Lic	Abattoir Fees	Day Nursery Fees	Hire of Plant	Sale Tyre Advertisin Fees	Firewood Fees	Sale of Plants	Lawn Mowing Fees	Cemetery Fees	Burial Grants
1																
2																
3																
4																
5	7,915.07			66.00	6,668.07	5.00	21.00	22.00				60.00				
6	16,897.19			132.00	13,399.19	5.00	49.00	132.00				3,060.00				
7	8,704.02		38.55	98.00	7,269.97	10.00	3.00	396.00								
8	7,474.99		643.35	14.50	4,552.14	100.00	90.00	22.00				240.00		7.50		
9	0.00														50.00	
10	0.00															
11	3,904.80			109.50	3,503.30	15.00	5.00	22.00								
12	25,801.15	1,740.00			23,316.15	5.00	1.00	220.00				40.00				
13	6,138.88		8.00	14.50	5,704.18	5.00	2.00				70.00					
14	7,293.90		200.00	19.00	6,374.90	5.00	1.00	404.00								
15	4,121.19		400.00	50.00	2,778.52	20.00	1.00								30.00	
16	60.00															
17	0.00															
18	5,910.99		1,084.93		4,136.56	30.00	3.00	44.00								
19	5,927.51	2,981.70			2,360.21	10.00	4.00									
20	16,339.14				2,927.14		2.00	110.00								10.00
21	5,350.82	1,313.50		38.00	2,356.82		2.00	418.00			70.00					20.00
22	0.00														100.00	
23	0.00															
24	0.00															
25	0.00															
26	11,240.49		4,700.00	19.00	5,034.05	10.00	1.00	44.00			120.00				40.00	
27	10,579.90		150.00	38.00	8,545.62		20.00				60.00					
28	10,529.29			37.00	9,409.04		15.25	338.00			70.00					
29	2,220.11			101.50	1,333.36	10.00		242.00							20.00	
30	0.00															
31	0.00															
TOTAL	156,407.24	6,035.20	7,224.83	737.00	109,669.22	230.00	220.25	2,414.00	0.00	0.00	3,880.00	0.00	0.00	7.50	240.00	30.00

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Headquarters:
One duPont Centre, Suite 2000, 390 N. Orange Ave., Orlando, FL 32801 ♦ (407) 841-3235

Application Solutions for Government:



June 9, 1994

Mr. Larry Rice
c/o Mountaineer Hotel
Mbanane, Swaziland
FAX: 011-268-45393

Dear Mr. Rice:

It was a pleasure to talk to you this morning.

Per our telephone conversation, following find information on HTE Applications.

The **PROVOST** will operate on AS/400-9402. Per our information the cost for 9402 starts at US \$ 9,000 without operating system. The cost for HTE **PROVOST** software is \$5,000.

After reviewing the information, please contact us if you need any further assistance.

Sincerely,

HTE, Inc.

Ramzan Janmohamed
Director Business Development International

cc. Dennis Harward, President

Black Diamond - Provost™

for IBM® AS/400® 9402 Models E02 and E04

An AS/400

Plug'N'Go™

System Solution

Provost Governmental Accounting System

The *Provost Governmental Accounting System* is a fund accounting software application designed for cities, towns and other governmental organizations. Using cash basis or accrual accounting, Provost tracks revenue and expenditures to provide a clear, concise audit trail.

Provost includes:

- ◆ General Ledger
- ◆ Accounts Payable
- ◆ Budgeting
- ◆ Financial Reporting

Provost runs on the IBM AS/400 computer using IBM's advanced OS/400 operating system. The AS/400 is a versatile system that provides a multi-user environment without the complexities of a PC network. Together, the AS/400 and Provost deliver ease of use, flexibility, and a path for growth that accommodates even the most progressive organizations.

BLACK



DIAMOND
Division of HTE, Inc.

Provost Features

- ◆ General Ledger
 - Optional preset chart of accounts specific to public sector
 - Multiple funds and encumbrance accounting
 - Flexible account structure
 - Online account history
- ◆ Budgeting
 - Five user-defined proposal levels
 - Narrative on each account
 - Integration with general ledger and accounts payable
 - Budget worksheet
 - System options to help prevent budget overruns
- ◆ Accounts Payable
 - Standard, easy-to-use format for entering transactions
 - Computer check, manual check, and void check processing
 - One-time vendor processing
 - Online transaction processing
 - Check reprint and recovery features
 - Online check and deposit reconciliation, eliminating manual reconciliation to bank statements
- ◆ Financial Reporting
 - GAAP and GAAFR compliance
 - Options for tailoring reports to specific requirements
 - Automatic and demand reports
 - Form 1099 processing

Provost Benefits

- ◆ Entry-level system with a growth path that accommodates rapidly expanding municipalities
- ◆ User-oriented design and online documentation that enables users to set up and use Provost quickly and easily
- ◆ Easy assessment of organization's financial position at any time
- ◆ Streamlined accounting operations and budget management
- ◆ Reduced auditing and reporting problems
- ◆ Flexibility for meeting individual organization's needs today AND tomorrow

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Headquarters:
390 N. Orange Ave., Suite 2000, Orlando, FL 32801-1693 ♦ (407) 841-3235

Application Solutions for Government

APPLICATION	LICENSE FEE
GMBA	\$ 35,000
Extended Reporting*	15,000
Fleet Management	35,000
Purchasing/Inventory	25,000
Accounts Receivable	15,000
Loans Module*	10,000
Asset Management	10,000
Payroll/Personnel	25,000
Applicant Tracking	15,000
Building Permits	20,000
Code Enforcement	5,000
Planning & Zoning	15,000
Occupational Licenses	10,000
Tax Billing & Collections	35,000
Cash Receipts**	15,000

* Extended Reporting requires GMBA. The Loans Module requires Accounts Receivable.

** Cash Receipts is included with Utility Billing, Accounts Receivable and Tax



APPLICATION INTEGRATION

What is application integration?

Application integration is the ability of applications to work together seamlessly, to share data and functions without unnecessary duplication. Beginning at the design stage, HTE applications are built to share common functions and data access in a way that is most logical and natural for the user.

Why is integration important?

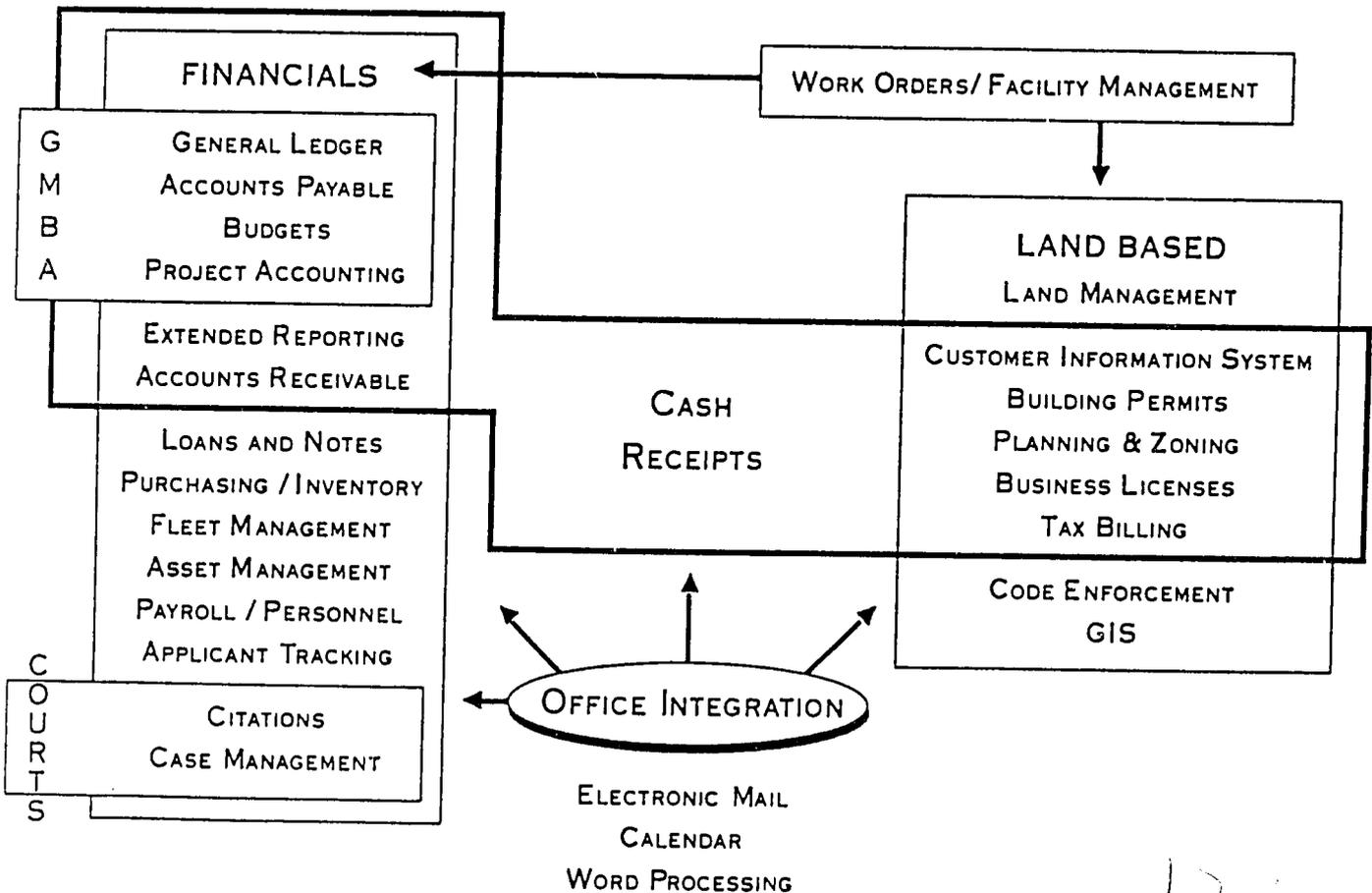
HTE's application integration eliminates redundancy, resulting in:

- ◆ Timely, more accurate information — In HTE applications, data resides only in the source application. Data modifications are made in a single location — the source application — so information is always current. In contrast, systems that maintain redundant data require redundant modifications, which may involve delays for additional processing.

- ◆ Reduced data storage — Data storage costs and related overhead are substantially less than that required for systems that maintain redundant data and functions.
- ◆ Easy access to detail — Through HTE's flexible menu system, original detail information is available from any application at the touch of a key.

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How does integration work?

With application integration, each data element is stored in a single location regardless of the number of applications that use it. Duplication of common functions is avoided. The following examples illustrate how these concepts are applied in HTE software applications:

- ◆ **Land Management** — Location information for all geo-based applications is maintained in a single file in HTE's Land Management, rather than in separate land files within each application. With a common land file, the information is always current, and there is no redundancy. Regardless of the application, there is one direct link to a file where everything pertaining to a particular location is immediately available.
- ◆ **Cash Receipts** — HTE's Cash Receipts software application provides a centralized cash receipting function for all HTE applications that generate charges. Customers can pay property taxes, utility bills, permit fees, traffic tickets, and other charges at a single location. When charges are paid, the payment is immediately reflected in the application where the charge originated. This results in customer payment history that is accurate and current.

- ◆ **General Ledger** — The general ledger maintains summary information rather than redundant detail data from individual applications. Data modifications are made in the individual application, and the general ledger is automatically updated. The result is an audit trail that accurately reflects the history, showing that the modification originated in the individual application, rather than in the general ledger.

What is the role of HTE's menu system?

HTE's menu system facilitates integration. It enables you to work with information in different applications without going through layers of application menus and options. With the menu system, you can set up customized menus containing options from different applications.

While working in one application, you can move into another then return to your original location with minimal keystrokes. The menu system enables you to work with multiple applications and options in a single work session without the hassle of stopping one and starting another.

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GOVERNMENT MANAGEMENT AND BUDGETARY ACCOUNTING

HTE'S GOVERNMENT MANAGEMENT AND BUDGETARY ACCOUNTING (GMBA)

software application offers a complete fund-oriented encumbrance accounting system that includes:

- ◆ *Government Finance Officers Association (GFOA) standard chart of accounts format.*
- ◆ *Transaction entry.*
- ◆ *Disbursement processing.*
- ◆ *General ledger posting.*
- ◆ *Budgeting.*
- ◆ *Project tracking.*
- ◆ *Investment tracking.*
- ◆ *Standard and customized reporting.*
- ◆ *Comprehensive Annual Financial Report (CAFR) capability (with the Extended Reporting module).*

The chart of accounts setup and variety of user-defined information allow you to tailor GMBA to your organization's specific needs. GMBA can work alone or with other HTE applications.

System Benefits

- ◆ Works with pooled equity or due to/due from accounting.
- ◆ Allows direct or interfaced transaction entry.
- ◆ Uses encumbrance accounting to control expenditures.
- ◆ Accomplishes all facets of disbursement processing, including check setup and printing, and bank statement reconciliation.
- ◆ Permits multiple open accounting periods.
- ◆ Offers complete budgeting capability — including spreadsheets, worksheets, projections, monthly allocations, estimate justification, and unlimited budget versions.
- ◆ Tracks single- and multi-year projects by a variety of user-defined criteria.
- ◆ Allows project budgeting by project, account, or fund.
- ◆ Prepares vendor 1099 forms on paper or magnetic tape.
- ◆ Prints a variety of reports on demand.
- ◆ Permits investment and pledged securities tracking.
- ◆ Complies with *Governmental Accounting, Auditing, and Financial Reporting (GAAFR)* guidelines.

System Features

- ◆ **Customized control** — Adjust journalizing guidelines to your specific requirements, including account range, automatic vendor and invoice numbering, duplicate invoice validation, vendor purge dates, report specification, and pooled equity.
- ◆ **Security** — Control which users have access to menus and menu options, account data, transaction groups, budget information, and budget worksheets.
- ◆ **User-defined information** — Set up codes to track or control a variety of information in GMBA.
- ◆ **Multiple accounting periods** — Update daily activity without closing out the previous month.
- ◆ **Multiple fiscal years** — Open a new fiscal year without closing out the current one.
- ◆ **Online account data** — Quickly retrieve all account data online. Search for an account using all or part of its number and view all information posted.
- ◆ **Pooled equity or due to/due from accounts** — Choose pooled equity or due to/due from accounting to suit your organization's needs.

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- ◆ **Available budgeted funds control** — Keep track of account budget limits with an automatic warning if voucher entries exceed the budget.
- ◆ **Copy/reverse transaction groups** — Reverse transaction groups to correct errors. Copy transactions or groups to speed payment of routinely recurring invoices, such as your organization's utility or phone bills.
- ◆ **Encumbrance liquidation** — Automatically liquidate encumbrances during invoice entry.
- ◆ **Payment selection** — Hold vouchers from payment, select vouchers for immediate payment, or choose the payment date for a list of accounts payable.
- ◆ **Payment consolidation** — Automatically accumulate all payments due to a vendor and print a single check for the total.
- ◆ **One-time vendor processing** — Process accounts payable quickly because vendor information is handled only once.
- ◆ **Custom accounts payable checks** — Select the items your organization wants to include on check stubs.
- ◆ **Vendor activity tracking** — Track vendor activity by name and invoice. Information is available by encumbrance, as well as by current and paid invoices.
- ◆ **Project tracking** — Track projects by a selection of user-defined criteria and across one or multiple years.
- ◆ **Online budget inquiry** — View account status, actual balance, and monthly budget comparisons with previous year figures.
- ◆ **Budget planning** — Prepare an unlimited number of budget versions, using worksheets you define.
- ◆ **Budget preparation** — Prepare budgets using customized reporting, monthly allocation, justification narrative, and projection capabilities. You can also perform "what if" budget financial scenarios.
- ◆ **Standard reports** — Select from a wide array of standard reports available without a complicated setup process.
- ◆ **Customized reports** — Tailor reports to your organization's needs, selecting guidelines for transactions, activities, tracking, and printouts.
- ◆ **Custom options** — Set up special programs, such as queries, that users can run from a simple menu option.

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HTE'S EXTENDED REPORTING

software application automates the creation of user-defined financial reports to meet the Government Finance Officers Association's (GFOA) Governmental Accounting, Auditing, and Financial Reporting (GAAFR) guidelines.

Extended Reporting is available as an optional module with HTE accounting software applications.

EXTENDED REPORTING

System Benefits

- ◆ Provides a complete flow from accounts creation to accounts totaling, simplifying report creation and generation.
- ◆ Reduces time spent preparing financial reports by eliminating manual creation of the Comprehensive Annual Financial Report (CAFR).

System Features

- ◆ Standardized reports — Set up reports that conform to the guidelines in the *Governmental Accounting, Auditing, and Financial Reporting (GAAFR)* "blue book."
- ◆ Internal system control — Customize Extended Reporting functions using the self-contained system control.
- ◆ CAFR charts of accounts — Create stand-alone charts of accounts for the CAFR statements, cross-referenced to the chart of accounts in the accounting application.
- ◆ Multiple charts of accounts — Create separate charts of accounts for each CAFR statement.
- ◆ Flexible charts of accounts — Quickly set up, copy, or change the CAFR charts of accounts, including copying from one fiscal year to another. Supports multiple fiscal years.
- ◆ Account selection and combination — Exclude or include specific accounts from the accounting application in the CAFR charts of accounts.
- ◆ Fund selection and combination — Specify funds for a report or combine multiple funds into one fund for reporting purposes using cross-references.
- ◆ Cross-reference accounts — Cross-reference a summary CAFR chart of accounts to one or more accounts in the accounting application.
- ◆ Information sharing — Extract information from the accounting application using cross-reference codes.
- ◆ User-defined account groups and ranges — Create user-defined account groups and establish account ranges to meet specific CAFR reporting needs for your organization.
- ◆ Adjustment capability — Enter adjustments to ensure cross-balancing of reports.
- ◆ Multiple rounding factors — Select from rounding factors of \$1, \$10, \$100, or \$1000 to meet your requirements.
- ◆ Safeguards — Receive a warning if an account is invalid in a CAFR chart of accounts. Extended Reporting prints exception reports that show which accounts in CAFR and the accounting application are not cross-referenced.

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- ◆ Reporting variety — Create combined, combining, and comparative statements. Report on assets, liabilities, revenues, and expenditures.
- ◆ Time saving — Use advanced techniques to quickly build CAFR account balances and create reporting files.
- ◆ Customized reports — Print financial reports tailored to specific requirements through user-defined information, options, values, account ranges, reserved accounts, and report setup parameters.
- ◆ Exportable files — Store report data in files that you can load on a personal computer (PC) and format by word processing or business graphics utilities.

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PURCHASING / INVENTORY

HTE'S PURCHASING/ INVENTORY

software application provides complete purchasing and inventory functions to serve as a central purchasing system for an entire organization or as a system for individual departments.

Purchasing/Inventory's requisition process enables departments to ask for items carried in inventory or to forward detailed specifications to buyers for the purchase of non-inventory items. These requisitions speed requests from user departments through approval stages to warehouse personnel or buyers.

Purchasing/Inventory may stand alone or work with other HTE software applications.

System Benefits

- ◆ Integrates the requisition, purchasing, and inventory processes to expedite turnaround.
- ◆ Organizes vendor information and quotes for easy access.
- ◆ Tracks vendor performance.
- ◆ Maintains purchasing and inventory history for easy recall.
- ◆ Improves warehouse control, reducing out-of-stock occurrences.
- ◆ Integrates bids into requisition processing.

System Features

- ◆ Automated purchasing and inventory operations — Purchasing/Inventory provides an integrated process for entering requisitions, generating purchase orders, receiving goods and services, processing invoices, issuing from inventory, and transmitting the resulting transaction groups to HTE's GMBA (Accounting) software application.
- ◆ Standards conformity — Commodity and sub-commodity structure is similar to the National Institute of Governmental Purchasing (NIGP) class and item descriptions, which conform to major purchasing standards.

- ◆ Online purchase requisition processing — Requestors can enter detailed purchasing specifications for items, suggested vendors, multiple vendor quotes, accounting information, date required, and multiple approval levels.
- ◆ Online purchase order processing — Purchasing/Inventory transfers requisition data automatically to the purchasing department, allowing buyers to edit the data, generate regular purchase orders, blanket purchase orders, confirming orders, and change orders.
- ◆ Automated inventory reordering — Purchasing/Inventory employs minimum/maximum and economic order quantities for automated inventory item reordering; these quantities may be different at each location where an item is stocked.
- ◆ Automated inventory control — Track inventory usage and average unit costs for each item at each location.
- ◆ Barcoding support — Purchasing/Inventory accepts data collected from barcode scanners to be uploaded to process physical inventory and inventory issues. (Requires additional hardware and software.)
- ◆ Physical inventory support — Purchasing/Inventory prints inventory worksheets by bin location for recording physical inventory counts; prints exception

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reports based on the counts; then automatically adjusts the perpetual inventory when the counts are verified.

- ◆ Automated cycle inventory — Purchasing/Inventory randomly selects inventory items for physical inventory counts throughout the year to reduce the need for annual warehouse shutdowns.
- ◆ Selective inventory security — Provide additional security for inventory locations and commodities to prevent unauthorized inventory manipulation.
- ◆ Expenditure account security — Limit a requestor's access to specific expenditure accounts for use on requisitions and purchase orders.
- ◆ Vendor/commodity cross-reference — Display and print a list of vendors supplying selected commodities or commodities supplied by a selected vendor.
- ◆ Bid processing support — Buyers can publish formal bids using standardized base documents, track and evaluate responses, and award the purchase order.
- ◆ ABC inventory analysis — Evaluate inventory investment based on each item's value, unit cost, and total usage.

- ◆ Months of inventory report — Purchasing/Inventory calculates the number of months of inventory in stock for each item based on the previous twelve months of usage.
- ◆ Purchase order report — Compare purchase orders by vendor, status, buyer, type, and other criteria.
- ◆ Automatic reports — Automatically print receiving, vendor exception, and end-of-month reports.

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HTE'S PAYROLL/ PERSONNEL

software application offers flexible, accurate control over payroll accounting and employee personnel records. You can tailor Payroll/Personnel to your organization by defining codes, such as hours types and accruals. All information is maintained online, offering in-depth inquiry and reporting capabilities.

Payroll/Personnel can work alone or with HTE's Applicant Tracking, GMBA (Accounting), and Work Orders/Facility Management software applications.

PAYROLL / PERSONNEL

System Benefits

- ◆ Reduces data entry by allowing exception hours entry.
- ◆ Tracks employee and position history.
- ◆ Supports compliance with Fair Labor Standards Act (FLSA) regulations.
- ◆ Allows "what-if" budgeting and payroll projections.
- ◆ Calculates retroactive pay and mass rate changes.
- ◆ Tracks labor costs through distribution to GMBA (Accounting).
- ◆ Provides accurate and timely reporting.
- ◆ Allows administration of flexible compensation plans.
- ◆ Maintains comprehensive employee history records.
- ◆ Allows unlimited user-defined accruals.
- ◆ Produces employee W2/1099R forms at year end.
- ◆ Provides ability to produce employee checks other than regular payroll checks.

- ◆ information codes including deductions, benefits, taxes, accruals, additional pay, and pay schedules to assign to employees.
- ◆ User-defined registers — Customize the registers by determining which amounts they include and when they print.
- ◆ Direct deposit into multiple accounts — Employees may have their pay checks directly deposited into their bank accounts.
- ◆ Savings bond deductions — Employees may elect to have a specific amount withheld to purchase savings bonds.
- ◆ Multiple hours types — Set up an unlimited number of codes to represent the hours your organization tracks.
- ◆ Scheduled hours — Assign schedules to employees so that the only data entry required is exception hours.
- ◆ Pre-tax deductions — Define codes for deductions that Payroll/Personnel calculates before taxes, thereby reducing employees' tax amounts.
- ◆ Check reconciliation — Use tapes from your bank to automatically reconcile the payroll checks issued with the checks that have cleared your payroll account.
- ◆ State reporting for unemployment and retirement — Payroll/Personnel produces the reports and tapes you need to submit to your state agencies.

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System Features

- ◆ User-defined account number structure — Set up an account number that contains up to 50 digits to match your organization's accounting system.
- ◆ User-defined information — Define an unlimited number of



ASSET MANAGEMENT

HTE'S ASSET MANAGEMENT

software application is an automated system for tracking an organization's fixed assets. Asset Management tracks fixed assets by type, location, cost center, tag or reference number, asset description, and value. The same information is tracked independently for up to 99 improvements to each base asset.

In addition, Asset Management calculates and updates depreciation monthly or yearly for depreciable assets and asset improvements. The system also calculates depreciation for improvements to each base asset independently of the base asset.

Asset Management can stand alone or work with other HTE applications.

System Benefits

- ◆ Expedites data retrieval, even with minimal information.
- ◆ Automates the acquisition of pending fixed assets.
- ◆ Accepts barcode data to facilitate physical inventory.
- ◆ Provides detailed bookkeeping.
- ◆ Highly automates the asset acquisition process.
- ◆ Reduces time-consuming calculations.

System Features

- ◆ Rapid information retrieval — Retrieve asset records for inquiry and maintenance by multiple means.
- ◆ Automated listing of pending fixed asset items — A list of pending fixed assets is continuously updated for asset master file updating.
- ◆ Automated calculation and updating of depreciation — Asset Management calculates, updates, and reports year-to-date and life-to-date straight-line depreciation on all depreciable assets and asset improvements.
- ◆ Barcoding support for inventory control — Enhanced software enables data collected from barcode

scanners to be uploaded and edited in the Asset Management master file for the physical inventory of fixed assets. (Requires additional hardware and software.)

- ◆ Asset transfer — Easily transfer base assets or asset improvements between locations, cost centers, tag/reference numbers, or base assets (improvements only).
- ◆ User-defined information — Set up custom information codes for managing the asset master file.
- ◆ Depreciation forecast report — Print a forecast of the amount of depreciation that will be taken at the end of the current depreciation period.
- ◆ Depreciation update report — Review depreciation that was taken for all assets and asset improvements when Asset Management updated depreciation.
- ◆ Fixed Assets - GMBA Interface Report — Print a list of batch updates transmitted by Asset Management to the GMBA (Accounting) software application.
- ◆ Depreciation schedule — Generate a schedule showing the remaining depreciation for the depreciable life of any selected depreciable asset or asset improvement.

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APPLICANT TRACKING

HTE'S APPLICANT TRACKING

software application is an automated, flexible recruitment management tool. This system tracks your applicant process from job opening to employee selection online, thereby reducing your paperwork.

Applicant Tracking works with HTE's Payroll/Personnel software application, an integration that allows for data exchange from applicants to employees.

System Benefits

- ◆ Allows ranking of applicants without bias.
- ◆ Eliminates the need for manual recruitment.
- ◆ Creates a list of ranked applicants for review by department heads.
- ◆ Computes experience level automatically based on applicant job history.

System Features

- ◆ Applicant ranking by skills and experience — Applicant Tracking ranks applicants by comparing the skills and experience levels the applicants possess with the needs of the job.
- ◆ Applicant notification — Write an unlimited number of standard letters to send to job candidates using the IBM® OfficeVision/400™ word processing software.
- ◆ Advertising tracking — Evaluate the effectiveness of your advertising by comparing the media in which you advertise with the media that prompted candidates to apply.
- ◆ Nepotism tracking — Identify current employees related to an applicant.

- ◆ Applicant history — Applicant Tracking maintains a history record in the applicant's file each time the candidate applies for a new position, is hired or rejected, or changes skills.
- ◆ Customized position postings — Applicant Tracking enters information about the position automatically when you create job postings using the IBM® OfficeVision/400™ word processing software.

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OfficeVision/400™ is a trademark of the International Business Machines Corporation.



ACCOUNTS RECEIVABLE

HTE'S ACCOUNTS RECEIVABLE

software application offers a flexible billing, processing, and record keeping system for all types of receivables.
Accounts Receivable:

- ◆ *Maintains online customer billing and account information.*
- ◆ *Processes customer transactions for billing, payment collection, and account adjustments.*
- ◆ *Calculates taxes, penalties, and finance charges.*
- ◆ *Prints statements and invoices.*
- ◆ *Maintains, generates, and prints delinquency notices, form letters, and mailing labels.*
- ◆ *Generates a variety of reports.*

You can tailor Accounts Receivable to your organization by defining codes, such as charge types and customer types. Accounts Receivable can work alone or with other HTE software applications.

◆ *System Benefits*

- ◆ Minimizes customer record management.
- ◆ Facilitates collection of outstanding revenue.
- ◆ Simplifies charge entry and maintenance.
- ◆ Supports established billing cycles.
- ◆ Facilitates transaction processing.
- ◆ Reduces clerical tasks.

◆ *System Features*

- ◆ Flexible charge entry and maintenance — Enter and maintain charges for specific customers, for multiple customers, or by charge group code.
- ◆ Automatic charge generation — Set up charge records that include an established billing cycle. The charges generate when you perform statement processing or invoice processing.
- ◆ Penalty/finance charge calculation — Set up penalties and finance charges to calculate when charges are delinquent.
- ◆ Loan charge generation — You may generate loan charges from preset loan detail.
- ◆ Customer zero charge maintenance — Keep pending charge records for unknown charge amounts. You can

change a zero charge by entering the charge amount or applying payment.

- ◆ Detailed online inquiry — Quickly view up-to-date online inquiries.
- ◆ Customized invoice and statement forms — Tailor statements and invoices to your organization's needs. Invoices and statements generate automatically during billing updates.
- ◆ Statement and invoice reprinting capabilities — Obtain copies of statements and invoices that were generated during a billing update.
- ◆ Delinquency notices, form letters, and mailing labels — Create customer correspondence that is tailored to your needs. Print mailing labels for Accounts Receivable customers.
- ◆ Flexible payment application — Maintain Accounts Receivable payments by reversing them, transferring them, or applying them to specific charges.
- ◆ Customer deposit maintenance — Maintain customer deposits on account until you determine whether to apply them in payment or refund them to customers.
- ◆ Refund capabilities — Refund overpayments or deposits by selecting specific deposits online or processing refunds for customers, charges, or minimum dollar amounts.

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- ◆ **Write-off capabilities** — Write off uncollectible debts by selecting specific charges online or processing write-offs for customers, charges, or maximum dollar amounts.
- ◆ **User-defined information** — Tailor the system to your needs by establishing codes and fields that identify the information you use.
- ◆ **On demand trial balance reports** — Print reports that include summary trial balance, account summary, and detail trial balance information.
- ◆ **Comprehensive reporting capabilities** — Print many reports on demand for user-specified customers and other printing selections. Accounts Receivable automatically prints update reports when you process transactions, such as payment and charge updates.

◆

Optional Modules

- ◆ **Loans** — Automates every phase of the loan process, from generation through payoff.
- ◆ **Ambulance Billing** — Automatically generates charges for ambulance service, bills insurance companies, and maintains associated information, including Ambulance Service Membership.

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CASH RECEIPTS

HTE'S CASH RECEIPTS

software application offers you rapid, accurate control over all cash transactions and deposits. You simply enter payments using a terminal only; terminal, printer, and cash drawer combination; or a cash register point-of-sale device that interfaces directly with the central processor. Transactions are stored online, offering in-depth inquiry and reporting capabilities.

Cash Receipts can work alone or with other HTE software applications as a centralized cash receiving system.

System Benefits

- ◆ Centralizes cash collection.
- ◆ Improves cash control.
- ◆ Saves time balancing cash drawers.
- ◆ Automates revenue distribution to the general ledger.
- ◆ Stores payment history online.

System Features

- ◆ User-defined payment types — Control payment processing, including what information displays for transactions, which applications payments are distributed to, and the general ledger account numbers affected.
- ◆ Centralized cash collection — Collect a variety of payment types at a single location.
- ◆ Cash drawer balancing — Cash Receipts provides detailed cash reconciliation reports and edit listings that cashiers can use to balance deposits.
- ◆ Automatic message display — Cash Receipts warns you of partial payments, overpayments, duplicate payments, and cash only customers. Cash Receipts also calculates change due.
- ◆ Online payment history inquiry — Store all entered and posted transactions for a user-specified length of time.

- ◆ Audit trail of all transactions — Cash Receipts assigns receipt numbers to transactions. You determine whether receipt numbers are reset on a monthly or fiscal year basis.
- ◆ Payment processing when the central processor is offline — Collect payments on an IBM® 4684 cash register when your central processor is offline.
- ◆ Rapid information access — As soon as you enter transactions in Cash Receipts, they are available for inquiry and review in other HTE applications that interface with Cash Receipts.
- ◆ Special notes display — Determine whether special notes from other applications display during payment entry.
- ◆ Unlimited payment comments — Type an unlimited number of lines of payment comments for transactions during payment entry.
- ◆ Customer information access — Cash Receipts provides the current balance and pending transactions for each customer's account, up to the last transaction entered.
- ◆ Flexible payment entry — Determine acceptable tender methods and types of payments. Enter single or multiple transactions per receipt and accept single or multiple tender methods per receipt.

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- ◆ **Lock box payment processing** — Accept computer-readable data from payment processing services to automatically generate applicable payment entries.
- ◆ **Detailed reporting** — Print flexible reports on demand, such as the Payment Listing and Generated Journal Report. Cash Receipts automatically prints audit reports when you process transactions, such as the Cash Edit Listing and Cash Posting. You can also design new reports to meet your changing needs using the IBM® Query/400™ report writer.
- ◆ **Automatic system purges** — After payment history has been stored for the period of time you specify, Cash Receipts purges payment details automatically.
- ◆ **User-defined information tailors Cash Receipts to your needs** — Use codes to tailor tender methods, batch types, payment types, and endorsements to best suit your organization.
- ◆ **Validation options** — Print detailed validation information on the back of checks and other documents used for payment.

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MORE THAN



SOFTWARE



FLEET MANAGEMENT

HTE'S FLEET MANAGEMENT

software application allows you to collect the information necessary to control and analyze fleet costs. Fleet Management tracks and reports both equipment and employee performance. It also allows you to schedule equipment for both maintenance and usage.

Fleet Management can work alone or with other HTE software applications.

System Benefits

- ◆ Provides online access to detailed equipment maintenance history, including associated parts, labor, and commercial repairs.
- ◆ Provides online access to detailed equipment fuel usage history, including monthly, yearly, and life-to-date elapsed meter and quantity used.
- ◆ Provides online access to detailed equipment cost and quantity history grouped monthly, yearly, and life-to-date.
- ◆ Updates inventory automatically.
- ◆ Ensures consistent data entry and report printing through use of standardized codes.

System Features

- ◆ Equipment inventory tracking — Set up an equipment record for each piece of equipment in your fleet.
- ◆ Job order entry — Track and report maintenance information for each piece of equipment in your fleet.
- ◆ Interaction with other HTE software applications — Fleet Management works with HTE's GMBA (Accounting), Purchasing/Inventory, and Asset Management software applications.
- ◆ Scheduled maintenance — Schedule equipment for maintenance according to a preset

number of elapsed days, elapsed meter, or fuel quantity used. Set up either automatic or manual scheduling. Project the next date each piece of equipment is due for maintenance.

- ◆ Billing — Fleet Management offers automatic accounting entries and fund balancing, trial billing, percentage billing, and project cost tracking.
- ◆ Automated refueling systems — Fleet Management works with many types of card-operated automated refueling systems.
- ◆ Transaction entry — Track and report the costs and quantities involved in operating the equipment in your fleet. Charge the appropriate departments in your organization for costs incurred by the equipment assigned to them.
- ◆ Pool equipment — Assign fleet equipment to departments on a rental basis and charge for usage.
- ◆ User-defined information — Customize the information codes used in Fleet Management so that they are meaningful to your organization.
- ◆ Inquiries — Quickly find and view information such as costs, fuel usage, and maintenance history.
- ◆ On demand reports — Track a variety of information, such as costs and quantities, employee labor, and maintenance.

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HTE'S BUSINESS LICENSES

software application manages your business licensing and renewal processing. You can issue licenses and assign them to business records as well as assign multiple licenses to a business.

Business Licenses works with HTE's Land Management so that you can assign business records to addresses.

Business Licenses works with HTE's Building Permits to allow you to register contractors; with HTE's Cash Receipts to automate your license payment processing; and with GMBA (Accounting) to automatically update license revenues to the proper general ledger accounts.

BUSINESS LICENSES

System Benefits

- ◆ Provides flexibility in fee calculations by making calculations user-defined.
- ◆ Improves collections by monitoring penalties, interest fees, and license fees.
- ◆ Saves time by allowing easy entry and retrieval of business and license records.
- ◆ Provides forms flexibility through user-defined renewal notice and license print formats.

System Features

- ◆ User-defined license classifications — Establish license classifications that determine how the application processes licenses.
- ◆ Numerous search methods — Retrieve information about business or license records using a variety of search methods.
- ◆ Departmental license processing — Identify separate departments that process licenses and assign users to departments. Users can work only with licenses whose responsible department matches theirs.
- ◆ Multiple renewal notices — Automatically track unrenewed licenses and generate second and third notices.

- ◆ Fee calculations — Calculate fee using a base fee plus additional charges as well as a calculation table based on gross receipts.
- ◆ Interest calculations — If your organization assesses interest charges, Business Licenses calculates interest charges automatically.
- ◆ Simplified license fee changes — Change license fees easily by changing codes that calculate fees. No reprogramming is required.
- ◆ Flexible license and renewal notice printing — Generate renewal notices and licenses in a user-defined format.
- ◆ Tag and sticker issuance — Use Business Licenses to automate issuance of tags and stickers that can be issued along with licenses.
- ◆ Penalty calculations — Calculate penalties to assess against licenses.
- ◆ Partial-year fee calculations — Calculate partial-year fees to establish a table to compute license fee discount percentages.
- ◆ Multiple licensing periods — Indicate when license renewal processing occurs. You can issue monthly, quarterly, semi-annual, annual, and multi-year licenses.
- ◆ Image enabled — Scan, view, print, and store scanned documents in Business Licenses. (Requires additional hardware and software.)

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PLANNING AND ZONING

HTE'S PLANNING AND ZONING

software application manages planning and zoning projects through the review and approval processes. Planning and Zoning tracks all phases of the project review process, allowing you to tailor the system to meet the needs of your organization.

Planning and Zoning works with HTE's Building Permits, Cash Receipts, and GMBA (Accounting) software applications.

BEST AVAILABLE System Features

- ◆ Project information entry and maintenance — Your organization determines much of the information that is required for each type of planning and zoning project. Planning and Zoning displays areas for you to enter project information.
- ◆ Project conditions maintenance — During the review process, your

System Benefits

- ◆ Tracks planning and zoning project reviews by automatically routing projects to various reviewing agencies and collecting review results.
- ◆ Records conditions applied to projects and automatically applies approved conditions to all properties involved in the project.
- ◆ Saves time in preparing meeting documents and master project documents, because you can use information stored in Planning and Zoning files.
- ◆ Improves communication between the building department and the planning and zoning department by displaying project and condition information in the Building Permits software application.
- ◆ Saves time in production of notification letters using Planning and Zoning data and the IBM® OfficeVision/400™ word processing software.
- ◆ Improves revenue tracking by gathering information about receivables and receipts.

organization establishes the conditions of approval for a planning and zoning project. You set up standard, recurring conditions as user-defined codes and assign them to projects.

- ◆ Receipt collections and corrections — Process payments for planning and zoning fees using features in the Cash Receipts software application. Make corrections to payments before and after they post.
- ◆ Key project dates maintenance — Set up a list of important dates for a planning and zoning project. Key dates can include any project milestones or personal reminders that are required.
- ◆ Document generation — Project information serves as a valuable resource for creating meeting documents, such as agendas, and master project documents through the IBM® OfficeVision/400™ word processing software. Pull information from Planning and Zoning files to produce agendas and master documents.
- ◆ Project notification letters — Create notification letters for mailing to individuals or companies affected by planning and zoning projects. Data from Planning and Zoning can be merged with standard notice letter text using the IBM® OfficeVision/400™ word processing software.

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CODE ENFORCEMENT

HTE'S CODE ENFORCEMENT

software application processes, organizes, and tracks all complaints and violations for your code enforcement department. User-defined processing codes enable you to tailor Code Enforcement to your organization's procedures. You can set up and maintain information about every type of complaint and violation your organization processes.

Code Enforcement works with HTE's Land Management to allow you to tie code enforcement complaints to property records. Since all information is stored in Code Enforcement files, you can easily retrieve information and produce reports.

System Benefits

- ◆ Saves time by allowing easy entry and retrieval of current and historical code enforcement cases.
- ◆ Prevents mistakes by reminding you of key processing steps.
- ◆ Improves collections by monitoring penalties and fees.
- ◆ Facilitates inspection processing and produces a Daily Inspection List.
- ◆ Generates user-defined notice letters with the IBM® OfficeVision/400™ word processing software.

System Features

- ◆ Flexible, user-defined case and violation types — Tailor the system to your needs by establishing case and violation type codes that identify cases and violations you process.
- ◆ Case information storage and retrieval — Set up information about code enforcement cases and violations in a manner that allows you to easily retrieve information and produce reports.
- ◆ Actions for resolving cases — Set up sequences of actions for resolving cases. A sequence of actions becomes an outline you can use to ensure that all necessary steps are taken to resolve a case.

- ◆ Follow-up report for cases — Print detailed information about unscheduled and overdue actions for all active cases.
- ◆ Penalty assessments — Assess a fine or penalty at any time.
- ◆ Cash receipts entry and corrections — Process payments for penalties and fees as well as make corrections to payments you processed.
- ◆ Notice letter maintenance and printing — Set up standard notice letters that your organization sends using the IBM® OfficeVision/400™ word processing software. Print notice letters to inform property owners and others of violations.
- ◆ Integration with HTE's Land Management — Code Enforcement works with Land Management to enable you to assign cases to property records. You have immediate access to property ownership information.
- ◆ Image enabled — Scan, view, print, and store scanned documents in Code Enforcement. (Requires additional hardware and software.)

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HTE'S BUILDING PERMITS

software application manages your permit applications, structure specifications, and permit information. You can use Building Permits to track plans through the plan review process. This application also handles all facets of inspection processing.

Building Permits works with other HTE software applications to allow you to handle all phases of permit application and processing.

BUILDING PERMITS

System Benefits

- ◆ Allows quick retrieval of permit information.
- ◆ Speeds up the permitting process by automatically generating building department documents.
- ◆ Ensures proper plan review by automatically creating and monitoring plan review steps.
- ◆ Improves inspection processing by allowing you to set up required inspections and print Daily Inspections Lists.
- ◆ Improves collections by allowing you to specify required fees and by monitoring penalties and fees.
- ◆ Streamlines contractor verification by automatically checking contractor requirements.
- ◆ Increases accuracy in revenue tracking.
- ◆ Makes federal reporting easier by generating information for the census report.

- ◆ Numerous search methods — If you don't know the number for an application record, you can easily access an application or permit using Building Permits' numerous search capabilities.
- ◆ Automatic fee calculations — User-defined permit fee calculations are available with Building Permits. Your organization can calculate permit fees using unit charges, valuation, or a combination.
- ◆ Easy, user-controlled fee changes — Implement fee changes easily by changing the fee schedule.
- ◆ Monitoring of required and optional fees — You indicate which application fees are required and which are optional for application types.
- ◆ Automated general ledger updates — Because Building Permits works with HTE's GMBA (Accounting) software application, you can automatically update general ledger accounts with building revenues.
- ◆ Process payments for building fees and make corrections to payments processed — Process payments using either HTE's Cash Receipts or Building Permits software applications.
- ◆ Automatic contractor requirements checking — To verify that contractors are valid before issuing permits, your organization can store contractor information in either HTE's Building Permits

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System Features

- ◆ Flexible, user-defined application types — Set up application type codes to tailor Building Permits to the way your organization processes different types of permits and reviews applications.
- ◆ User-defined permit types — Define permit type codes to set up fee schedules that meet your organization's needs.

or Business Licenses software applications — or both. Building Permits automatically verifies this information when a permit is issued.

- ◆ Permits and other document printing — Automatically generate permits, inspection tickets, certificates of occupancy, and temporary certificates of occupancy.
 - ◆ Plan review — Building Permits tracks applications through the plan review process. You can set up a different plan review sequence for each application type.
 - ◆ Inspection scheduling, results, and reassignment — Building Permits enables you to handle all facets of inspection processing.
 - ◆ Touchtone telephone interface for inspection processing — Callers can use a touchtone telephone to schedule inspections and find out inspection results. Inspectors can use a touchtone telephone to enter inspection results.
 - ◆ Valuation calculations — Calculate or verify the estimated value of the work being done using Building Permits and user-defined valuation codes.
 - ◆ Hard holds on processing activity — Prevent all application processing activity for a selected application record by placing hard holds.
- ◆ Standardized permit — Building Permits has a standardized permit you can use for printing permits. By using HTE's standard permit, you can set up different print formats for each type of permit.
 - ◆ Departmental responsibility — Set up separate departments for each organization that issues building permits. A person must be assigned to a department in order to process that department's applications and permits.
 - ◆ Escrow accounts — Set up escrow accounts to hold money on account for contractors. Contractors can pay permit fees directly from their accounts.
 - ◆ Bond setup and tracking — Track bonds for Building Permits applications from setup through release.
 - ◆ Inspector area assignments — Building Permits can automatically assign inspectors using geographic areas.

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LAND MANAGEMENT

HTE'S LAND MANAGEMENT

is a centralized database of land and location information. Property information is stored in parcel and street address location records. Land Management assigns a unique identification number to each location.

All land and location information stored in Land Management can be retrieved by other HTE software applications. These applications are referred to as "geo-based." Sharing this data eliminates the need to store duplicate land and location information in individual applications.

The following geo-based software applications can access Land Management location information:

- ◆ *Accounts Receivable.*
- ◆ *Building Permits.*
- ◆ *Code Enforcement.*
- ◆ *Business Licenses.*
- ◆ *Planning and Zoning.*
- ◆ *Tax Billing and Collections.*
- ◆ *Customer Information System.*
- ◆ *Work Orders/Facility Management.*

System Benefits

- ◆ Stores land and location information centrally.
- ◆ Maintains consistent address information using street dictionary.
- ◆ Tracks history of owner changes for a piece of property.
- ◆ Allows you to add and change information quickly for multiple locations.
- ◆ Provides a common access point for geographical information systems (GIS).

System Features

- ◆ Centralized land and location database — Land and location information that all HTE geo-based software applications can access.
- ◆ Land key — User-defined, user-formatted parcel identification number that represents the physical location of the property.
- ◆ User-defined alternate identification number — Determine the type of information stored as the alternate location identification key field.
- ◆ Legal property descriptions — Land Management provides an unlimited number of free-form text lines for legal property descriptions.
- ◆ User-defined property valuations — Store property valuations and exemptions for an unlimited number of years.
- ◆ Unlimited miscellaneous information — Store an unlimited number of free-form lines of notes, comments, and other miscellaneous location information.
- ◆ User-defined information — Customize stored data to your organization, such as property use, zone, and subdivision codes. Set up an unlimited number of user-defined fields to store additional location information.
- ◆ Street dictionary — Set up a dictionary of all valid street names and number ranges for your area that Land Management uses to verify location addresses.
- ◆ Zip codes file — Retrieve city and state information by merely entering zip codes.
- ◆ Street name and location aliases — Set up and inquire by nicknames or commonly used terms as aliases for street names or locations.
- ◆ Automated journal management — Land Management journalizes all changes made to land and location data. Your organization determines the length of time to keep this history of changes.
- ◆ Location liens — Assign liens to locations, maintain lien information, and view lien information assigned in other geo-based software applications.

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TAX BILLING AND COLLECTIONS

HTE'S TAX BILLING AND COLLECTIONS

software application adapts to your organization, allowing flexible billing and collections for single or multiple taxing entities. Tax Billing and Collections uses property information updated from your appraisal district or assessor's office to process tax bills. You can calculate property taxes and collect revenues for real property, personal property, and motor vehicle tax accounts.

Tax Billing and Collections works with other HTE software applications to provide a completely automated property tax billing and collections solution.

◆ *System Benefits*

- ◆ Calculates property taxes for real property, personal property, and motor vehicles.
- ◆ Saves time by updating property valuations electronically.
- ◆ Stores an unlimited number of years of property valuations.
- ◆ Calculates delinquency fees online based on user-specified effective dates.
- ◆ Reflects tax payments immediately as they are entered in HTE's Cash Receipts software application.
- ◆ Generates and sends journal entries automatically to HTE's GMBA (Accounting) software application.

◆ *System Features*

- ◆ Integration with centralized location information database — Tax Billing and Collections works with HTE's Land Management centralized database to access all parcel location information including a street dictionary and zip code file.
- ◆ Centralized cash receiving — Integration with HTE's Cash Receipts software application allows rapid data entry and inquiry for all types of tax payments.

- ◆ User-defined property valuations — Classify taxable property values and exemptions.
- ◆ User-defined entities — Identify valid taxing jurisdictions and their tax rates each year.
- ◆ Yearly and supplemental tax calculations — Calculate property taxes for single or multiple billing periods for yearly and supplemental billings.
- ◆ Automated revenue distribution — Integration with GMBA provides automated apportionment based on a user-defined revenue distribution table.
- ◆ User-defined penalty schedule — Set the penalty rates, interest rates, collection fee rates or flat amounts, and discounts for each entity.
- ◆ Payment application priority — Determine the rules for applying payments. Tax Billing and Collections follows these rules unless you override the payment application priority during payment entry.
- ◆ Partial payment processing — Accept partial payments and apply them to accounts or defer them until full payment is received.
- ◆ Lock box payment processing — Accept computer-readable payment data from mortgage companies to automatically generate applicable payment entries.

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- ◆ Comprehensive adjustment process for bills and payments — Generate corrected bill records automatically for adjusted valuations and deductions. Prepare numerous types of adjustment entries to correct transactions.
- ◆ Online account history — Store all billing, payment, and adjustment transactions for tax accounts for an unlimited number of tax years.
- ◆ Year summary inquiry — View bills, payments, and adjustments by year for tax accounts.
- ◆ Customized statements and forms — HTE generates customized forms for your organization, such as tax statements, delinquent account statements, payment receipts, and tax certificates.
- ◆ Comprehensive reporting capabilities — Print many reports on demand for user-specified date ranges and other printing selections, such as the Payment Listing and Outstanding Account Listing. Tax Billing and Collections automatically prints audit reports when you process transactions, such as payment or adjustment updates. You can also design new reports to meet your changing needs using the IBM® Query/400™ report writer.
- ◆ Tax contracts — Set up payment plans and individual contract terms for tax accounts.
- ◆ Tax liens — Assign liens to tax accounts and maintain lien transactions using separate general ledger accounts.
- ◆ Uncollectible tax accounts — Deem tax accounts uncollectible if you do not expect payment. You can maintain uncollectible transactions using separate general ledger accounts.
- ◆ Unlimited free-form text to store miscellaneous information — Store an unlimited number of lines of notes, comments, and other miscellaneous information about tax accounts.

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WORK ORDERS/ FACILITY MANAGEMENT

HTE'S WORK ORDERS/ FACILITY MANAGEMENT

*software application contains
the following modules:*

- ◆ *Complaint/request tracking.*
- ◆ *Departmental work orders.*
- ◆ *Facility management.*

*Departments can use these
modules individually or
together to meet their specific
needs. When used together,
these modules provide a
complete facility management
and maintenance solution.*

*Work Orders/Facility
Management can work alone
or with other HTE software
applications to provide a
complete request processing,
facility management, and cost
accounting system.*

System Benefits

- ◆ Enables departments to customize their requirements for the information on work requests directed to them.
- ◆ Improves response time by immediately notifying supervisors when certain types of requests are received.
- ◆ Improves overall customer satisfaction by automating customer notification regarding the status of requested work.
- ◆ Enhances and automates interdepartmental requests and billing.
- ◆ Provides departments with a mechanism for billing customers through HTE's Accounts Receivable software application.
- ◆ Enhances cost accounting and billing functions by automatically retrieving actual costs from the general ledger for work-related labor and material charges.
- ◆ Provides a customizable system for recording and maintaining your organization's facilities.
- ◆ Saves time by automating preventive maintenance scheduling.

System Features

- ◆ Cross department flexibility — Tailor the request processing and facility management features to meet the specific needs of each department.
- ◆ Departmentalized information, security, and control — Protect work requests, job orders, and facility records for each department from users in other departments.
- ◆ Flexible point of entry for work requests — Implement Work Orders/Facility Management at any level within your organization. This application can serve as a centralized complaint tracking system, a departmentalized request processing system, or both.
- ◆ Job estimating — Create work request and job order estimates to help plan for requested work. You can also reserve materials in HTE's Purchasing/Inventory software application.
- ◆ Cost accounting — Use other HTE software applications to track the labor and materials expended on job orders. Work Orders/Facility Management automatically retrieves the actual costs for these items from the general ledger for inquiries and reports.

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- ◆ **Customer and departmental billing** — After work is completed, you can bill customers or other departments using HTE's Accounts Receivable software application.
- ◆ **Overhead charges** — Set up overhead rates for your work requests. Work Orders/Facility Management can automatically calculate the actual overhead charges during month-end processing.
- ◆ **Work notification** — Automatically generate notices to selected employees or customers regarding requested work.
- ◆ **Utility construction management** — Work Orders/Facility Management can work with HTE's Continuing Property Records software application to provide a complete utility asset construction and tracking mechanism.
- ◆ **Facility information management** — Record any object, area, or structure as a facility.
- ◆ **Preventive maintenance for facilities** — Request and schedule work for facilities. Use the preventive maintenance feature to help automate the scheduling process for routine facility maintenance tasks.

- ◆ **Inventory parts lists for both tasks and facilities** — Store complete parts lists with each facility. Store more specific parts lists for each routinely scheduled task.
- ◆ **Support for digitized documents, drawings, and photographs** — Work Orders/Facility Management is image enabled so you can scan and record digitized documents, drawings, and photographs with your work requests and facility records. (Requires additional hardware and software.)

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CONTINUING PROPERTY RECORDS

HTE'S CONTINUING PROPERTY RECORDS

software application is a complete utility asset tracking system. It allows you to track individual assets as well as groups of similar assets for each utility division supported by your organization.

Continuing Property Records is a subsidiary ledger for the "plant in service" or asset accounts in your organization's general ledger. This arrangement is ideal for organizing financial information about your assets for reports.

System Benefits

- ◆ Provides a centralized asset tracking and reporting system for assets from any number of separate utility companies or divisions.
- ◆ Improves utility asset inventory control.
- ◆ Automates asset depreciation.
- ◆ Creates a tangible audit trail for asset and financial transactions performed by your organization.
- ◆ Provides information for preparing a variety of conventional utility asset reports.
- ◆ Provides an integrated and automated system for recording the assets and capitalized costs resulting from construction work in HTE's Work Orders/Facility Management software application.

System Features

- ◆ Multiple companies or divisions — Track and maintain assets separately for each utility company or division supported by your organization.
- ◆ Individual and mass asset records — Create individual or mass asset records to catalog the different types of assets maintained by your organization. Mass asset records represent groups of assets that share the same installation year, length of service, purpose, and location.
- ◆ Straight-line and composite rate depreciation — Select either method of depreciation for each type of asset maintained by your organization. Continuing Property Records calculates this depreciation at the end of each month.
- ◆ Specialized asset transactions — Use specialized asset transactions to install, transfer, and retire your organization's assets. Continuing Property Records uses this information to create an audit trail for each asset.
- ◆ Asset transaction inquiry — View the audit trail for your organization's assets online or in printed reports.
- ◆ Asset reporting — Continuing Property Records contains a customized subsidiary ledger for your organization's asset and depreciation accounts. You can use the information contained in this subsidiary ledger to generate a variety of customized asset and financial reports.
- ◆ Interface — Continuing Property Records interfaces directly with HTE's Work Orders/Facility Management software application. You can use Work Orders/Facility Management to track utility construction work, then install or retire the appropriate asset records automatically in the Continuing Property Records system.

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EXHIBIT I

EQUIPMENT FUND

1994-95

1994-95 BUDGET					
Department	Vehicle		Comm & Cmptr Eq.		Total
	Operatio	Deprec.	Operation	Deprec.	
City Manager	0	0	0	12,000	12,000
Clerk to Council	22,500	2,000	0	0	24,500
City Treasurer	0	1,000	0	50,000	51,000
Financial Sundries	0	0	0	0	0
Personnel	0	0	0	0	0
Health Administration	32,200	2,100	0	0	34,300
Health: Abattoir	0	2,900	0	0	2,900
Day Nursery	0	0	0	0	0
Works, Administration	10,400	3,950	0	0	14,350
Parks (and Cemeteries)	48,800	7,000	0	0	55,800
Cemeteries	0	0	0	0	0
Sports & Recreations	0	0	0	0	0
Works: Depot	350,000	238,300	0	10,000	598,300
Vehicle Repair Workshop	7,900	1,100	0	0	9,000
Building Inspection	18,400	2,000	0	0	20,400
Public Conveniences	0	0	0	0	0
Markets	0	0	0	0	0
Cleansing	47,700	327,778	0	0	375,478
Septic Tanker	23,800	35,000	0	0	58,800
Pound	0	0	0	0	0
	561,700	623,128	0	72,000	1,256,828

DETAILED EQUIPMENT INVENTORY

Equip #	Description	Year Purch	Value @ Purch	Est. Life	Begin Bal.	revenue	Expend.	Ending Balance
CITY MANAGER								
	Total City Manager:		0.00		0	0		0
	Total City Manager:		0.00		0	0	0	0
CLERK TO COUNCIL								
SH 073	Isuzu with Canopy - C to Coun	86	13,210.60	8	0	2,000		2,000
	Total Clerk to Council:		13,210.60		0	2,000	0	2,000
CITY TREASURER								
	Calculators (2) 12 digit Sharp		880.00	10	0	1,000		1,000
	Total City Treasurer:		880.00		0	1,000	0	1,000
HEALTH ADMINISTRATION								
SH 070	Isuzu with Canopy - Health	86	13,210.60	8	0	2,000		2,000
	Sprayer Model 1411 Sutres		864.00	10	0	100		100
	Total Health Admin:		14,074.60		0	2,100	0	2,100
HEALTH ABATTOIR								
	Chain Saw	93	740.41	5	0	200		200
	Chain Saw	93	673.10	5	0	200		200
	Carcass Saw - Kentmaster	93	8,961.00	5	0	2,000		2,000
	Water Tank		1,900.00	8	0	250		250
	Bush Cutter - FS 106 Stihl		1,890.00	8	0	250		250
	Total Health Abattoir:		14,164.51		0	2,900	0	2,900

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WORKS ADMINISTRATION

SH 071 Isuzu with Canopy - Works	86	13,210.60	8	0	2,000	2,000
SH 024 Toyota Sedan	86	12,959.10	8	0	1,800	1,800
Step Ladder	93	679.00	15	0	150	150
Total Works Admin:		26,848.70		0	3,950	0 3,950

PARKS

SH 072 Isuzu with Canopy - Parks	86	13,210.60	8	0	0	0
VH 188 Tractor - Parks	88	40,841.00	8	0	3,000	3,000
VH 187 Trailer - Parks	88	7,500.00	15	0	500	500
Mowers @ 3 - Jack Rangers		2,277.00	5	0	600	(7,000) (6,400)
Lawn Mowers		1,437.00	3	0	500	500
Grinder - Parks	93	1,180.00	8	0	200	200
Mower - 1.5 M CVT Slasher	93	5,390.00	5	0	1,000	1,000
Honda Lawnmower	93	3,595.00	3	0	550	550
Bushcutter Steihl T.S. 280	93	2,129.00	5	0	500	500
Compressor - Testor	93	1,463.95	10	0	150	150
Total Parks:		79,023.55		0	7,000	(7,000) 0

WORKS: DEPOT

FH 871 Ford Mechanical Horse	80'	1,900.00	4	0	500	500
DH 351 Toyota Truck Tipper	76'	10,100.00	5	0	10,000	10,000
FH 229 Tar Sprayer	76'	2,745.00	10	0	300	300
DH 342 Hyster Trailer	79'	12,877.50	5	0	3,000	3,000
DH 350 Toyota Truck - Tipper	78'	15,709.53	5	0	10,000	10,000
DH 352 Caterpillar Dozer	79'	56,011.50	10	0	10,000	10,000
DH 346 Toyota Truck	79'	18,440.17	5	0	4,000	4,000
DH 348 Toyota Tipper	78'	15,709.53	5	0	10,000	10,000
DH 349 Toyota Tipper	78'	15,709.53	5	0	10,000	10,000
JH 101 Mazda Truck - Electricity	80	18,851.90	5	0	10,000	10,000
JH 185 Front end Loader	80	42,700.00	10	0	6,000	6,000
JH 548 John Deere Tractor & Trailer	81	16,437.96	5	0	10,000	10,000
VH 198 Isuzu Truck - Tipper	89	100,897.00	15	0	10,000	10,000
KH 911 Ford Tractor - Digger	82	41,975.96	15	0	7,500	7,500
OH 05 Gallion Grader	84	111,885.00	15	0	10,000	10,000
SH 075 Isuzu with Canopy -	86	13,210.60	8	0	2,000	2,000
XH 211 Isuzu Truck	90	121,782.00	8	0	15,000	15,000
XH 279 Grader	90	277,970.00	20	0	25,000	25,000
VH 690 Isuzu Truck	90	106,438.91	8	0	10,000	10,000
WH 19 Chip Spreader - Works	90	189,000.00	8	0	20,000	20,000
VH 094 Roller	88	153,953.00	20	0	10,000	10,000
DH 353 Toyota Truck	76	10,100.00	8	0	2,000	2,000
HS 132 Tractor - International	93	82,388.00	10	0	10,000	10,000
Mazda - Canter Electricity	93	170,226.00	8	0	22,000	22,000
HS 182 Mazda B Series		39,417.00	8	0	5,000	5,000
Vibrating Cable		144.50	10	0	100	100
"J" Pump		358.27	8	0	100	100
Concrete Mixer		586.00	10	0	100	100
Concrete Mixer		1,512.00	10	0	200	200
Vibrating Roller	82	6,748.00	10	0	1,000	1,000
Compacting Plate	82	1,540.00	5	0	400	400
Battery Charger	84	717.50	10	0	100	100
Roller	85	1,163.22	10	0	200	200
Sampson Mower/Paving Brea	89	6,960.00	8	0	1,000	1,000
AIM Power - Used Chassis	91	13,000.00	10	0	1,500	1,500
Poker Unit Transport & Plant	94	3,385.00	10	0	500	500
Yamaha Engine 300859	94	2,245.00	8	0	400	400
Yamaha Engine 301565	94	2,245.00	8	0	400	400
Total Works Depot:		1,687,041		0	238,300	0 238,300

VEHICLE REPAIR WORKSHOP

Compressor - Testor		1,463.95	10	0	300		300
Trolley Jack 2 Ton		159.00	15	0	100		100
Battery Tester		334.37	10	0	100		100
Pipe Wrench Gedort		275.48	10	0	100		100
Motor Tester - Hella		520.60	10	0	100		100
Hammer		130.21	8	0	100		100
Gedore Wrench		182.51	8	0	100		100
Compressor Rink		109.20	10	0	100		100
Grease Gun		600.00	8	0	100		100
Total Veh. Rep Workshop:		3,775.32		0	1,100	0	1,100

BUILDING INSPECTION

SH 074 Isuzu with Canopy - Inspectio	86	13,210.60	8	0	2,000		2,000
Total Building Inspection:		13,210.60		0	2,000	0	2,000

CLEANSING

KH 114 Toyota Hind Refuse Truck	81	27,254.00	8	0	32,550		32,550
KH 114 Toyota Hind Refuse Truck	81	27,254.00	8	0	32,550		32,550
SH 076 Isuzu with Canopy - cleansing	86	13,210.60	8	0	0		0
VH 081 Nissan Refuse Truck	86	14,367.60	8	0	16,275		16,275
V 271 Nissan Refuse Truck	86	14,367.60	8	0	16,275		16,275
VH 189 Tractor - Cleansing	88	9,350.00	10	0	0		0
VH 190 M/F Tractor - Cleansing	88	40,841.00	10	0	19,530		19,530
TH 968 Mazda Truck - Canter	88	43,050.00	8	0	16,275		16,275
GS 653 Caterpillar Tractor	93	221,560.20	15	0	65,025		65,025
New Containers @ 8		64,000.00	10	0	10,420		10,420
Miscellaneous New		30,000.00	10	0	4,878		4,878
Refuse Chassis - Heavy Duty	89	71,245.00	10	0	0		0
New Compactor at Landfill	91	291,600.00	8	0	114,000		114,000
Total Cleansing:		868,100.00		0	327,778	0	327,778

SEPTIC TANKER

AU 131 Ford Tanker Septic Vacuum	74'	8,327.00	5	0	35,000		
Total Septic Tanker:		8,327.00		0	35,000	0	0

COMMUNICATIONS & COMPUTER EQUIPMENT

MID RAD Radio Equipment	88-89	3,380.00	Various	0	9,000	(10,000)	(1,000)
Computer Equipment:				0	0		0
PC/printer - Clerk to Council			5	0	21,000	(20,400)	600
PC/printer - Engineering			5	0	21,000	(20,400)	600
PC/printer - Treasurer			5	0	21,000	(20,400)	600
Copier - Second Floor			6	0			0
Total Comm/Computer:		3,380.00		0	72,000	(71,200)	800

TOTAL:		2,732,035		0	695,128	(78,200)	581,928
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CITY OF MBABANE

EXHIBIT J

DEPARTMENT: Office of the City Manager **DIVISION:** Administration

FUNCTIONAL DESCRIPTION:

The City Manager serves as the chief administrator for all the departments of the City. The Manager is responsible for the implementation of city policy, budget preparation, program evaluation, and for making recommendations to the City Council regarding the needs and operations of the City. The Manager is hired under contract by the City Council and serves at the Council's pleasure. The Manager supervises and is responsible for the total operations of all municipal departments.

SERVICE STANDARDS: Services are standard when:

- (1) The City Manager attends all City Council and provides the Council with all necessary information on various community and organizational issues on a time basis.
- (2) The City Manager and staff assist the City Council in identifying community needs.
- (3) The City Council receives reports and recommendations from staff that are well reasoned and include various alternatives.
- (4) Citizen requests for information and service are handled with promptness and courtesy.
- (5) Municipal services are delivered in an effective and efficient manner.
- (6) Projects are managed and coordinated to ensure completion on schedule and within budget.

CURRENT SERVICE EVALUATION

The position of City Manager has been vacant since mid-1993, and the new City Manager will begin a three year contract in mid-1994. A number of consultant studies have been completed during the past year relating to the operation of the city government: the Urban Development Project proposal for the World Bank; Ernst & Young Technical Assistance report; Stores Inventory report, Solid Waste Management report; and an on-site operational/financial consulting process by a representative of the International City Management Association.

PROGRAM OBJECTIVES FOR THE COMING YEAR:

- (1) The City Manager will complete a series of new organizational initiatives prior to April 1, 1995, to include: creation and staffing of Personnel Department with submission for adoption by the City Council of a new City Ordinance of Personnel Policies with a salary plan, job descriptions, and records system; re-organization of the operating departments to reduce the layers of management and clearly assign responsibility for the operating programs.
- (2) The Manager will coordinate the assumption by the City of new functions from the Ministry of HUD including water distribution, sewage collection.
- (3) The Manager will implement the new solid waste collection system by the City.

CITY OF MBABANE

DEPARTMENT: Office of the City Manager **DIVISION:** Administration

PROGRAM EXPENDITURE SUMMARY	1992-93 Actual E	1993-94 Est. Actual E	1994-95 Budget E
Personal Emoluments	104,540	82,350	133,400
Other Charges	17,360	5,346	35,900
Special Expenditures	0	0	12,000
TOTAL:	121,900	87,696	181,300

PROGRAM FUNDING SOURCES:

General Revenues	121,900	87,696	181,300
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PERSONNEL ASSIGNED:

City Manager	1	1	1
Executive Secretary	1	1	1
Total:	2	2	2

OPERATING STATISTICS:

STRATEGIC OBJECTIVES:

By the completion of the City Manger's contract in 1997, the reorganization of the city government will be complete, with professional department managers trained and in place.

GENERAL COMMENTS:

The coming budget period will be a challenging one for the new City Manager as an elected City Council is seated this fall. The Manager will be working closely with the new Council as the functional responsibilities under Council-Manager government are clarified.

PROGRAM OBJECTIVES: (Cont'd)

- (4) The Manager will coordinate the City's role in implementing the Urban Development Project when approved by the World Bank.
- (5) The Manager will coordinate creation of a self-supporting Equipment Fund which will own all city computer, telecommunications, and vehicular equipment--which equipment will be rented to the city departmental accounts for an annual charge covering all operations and depreciation cost.

CITY OF MBABANE

MONTHLY REVENUES & EXPENDITURES

MONTH: **April 1994**

REVENUES						
Category	1994-95 Budget	This Month	Received Year-to-Date	%	Un-received Balance	Last Y.T.D.
Beginning Balance	0	0.00	0.00		0	0
Rates on Private Property	4,846,459	109,669.22	109,669.22	2.26%	4,736,790	0
Rates on Government Property	1,099,937	0.00	0.00	0.00%	1,099,937	0
Rates Penalty Int., Clearance Certi	219,600	230.00	230.00	0.10%	219,370	0
Government Grants	-	0.00	0.00	0.00%	0	0
Subvention & Grant-in-lieu: Licens	316,000	0.00	0.00	0.00%	316,000	0
Non-Ra	1,133,169	0.00	0.00	0.00%	1,133,169	0
Refuse Removal	1,416,461	45.00	45.00	0.00%	1,416,416	0
Agency Fees	39,560	7,224.83	7,224.83	18.26%	32,335	0
Burial Costs	19,090	30.00	30.00	0.16%	19,060	0
Miscellaneous Revenue	-	21,807.09	21,807.09	0.00%	(21,807)	0
Interest on Investments	-	0.00	0.00	0.00%	0	0
Rent	66,800	737.00	737.00	1.10%	66,063	0
Health Admin: Lab Fees	9,700	0.00	0.00	0.00%	9,700	0
Abattoir	57,200	2,414.00	2,414.00	4.22%	54,786	0
Day Nursery	33,440	0.00	0.00	0.00%	33,440	0
Burial & Cemetery Fees	8,000	240.00	240.00	3.00%	7,760	0
Swimming Pool & Sports Fees	7,100	194.00	194.00	2.73%	6,906	0
Building Fees	55,700	589.00	589.00	1.06%	55,111	0
Cleaning Serv, Refuse Fees, Septi	679,837	220.25	220.25	0.03%	679,617	0
Markets	82,100	1,901.50	1,901.50	2.32%	80,199	0
Cash Surplus	-	0.00	0.00	0.00%	0	0
Misc., Adv., Hire Plant, Firewd, Po	36,347	5,007.75	5,007.75	13.78%	31,339	0
Toilet Fees	85,800	6,097.60	6,097.60	7.11%	79,702	0
Ground Leveling	-	0.00	0.00	0.00%	0	0
TOTAL REVENUES	10,212,300	156,407.24	156,407.24	1.53%	10,055,893	0
EXPENDITURES						
DEPARTMENT	1994-95 Budget	Expended This Month	Expended Year-to-Date	%	Unexpended Balance	Exp.. Last Y.T.D.
City Clerk	181,300	7,876.48	7,876.48	4.34%	173,424	0
Clerk to Council	754,600	10,841.96	10,841.96	1.44%	743,758	0
City Treasurer	1,126,300	25,660.95	25,660.95	2.28%	1,100,639	0
Financial Sundries	287,000	0.00	0.00	0.00%	287,000	0
Personnel	164,400	1,955.97	1,955.97	1.19%	162,444	0
Health Administration	610,500	16,388.01	16,388.01	2.68%	594,112	0
Health: Abattoir	84,600	1,162.26	1,162.26	1.37%	83,438	0
Day Nursery	113,500	667.60	667.60	0.59%	112,832	0
Works, Administration	557,500	545,129.89	545,129.89	97.78%	12,370	0
Parks (and Cemeteries)	819,700	262.26	262.26	0.03%	819,438	0
Cemeteries	136,500	0.00	0.00	0.00%	136,500	0
Sports & Recreations	96,600	201.50	201.50	0.21%	96,399	0
Works: Depot	2,615,400	7,125.29	7,125.29	0.27%	2,608,275	0
Vehicle Repair Workshop	561,700	0.00	0.00	0.00%	561,700	0
Building Inspection	392,400	0.00	0.00	0.00%	392,400	0
Public Conveniences	194,200	0.00	0.00	0.00%	194,200	0
Markets	218,000	356.48	356.48	0.16%	217,644	0
Cleansing	981,900	0.00	0.00	0.00%	981,900	0
Septic Tanker	291,600	290.00	290.00	0.10%	291,510	0
Pound	24,400	0.00	0.00	0.00%	24,400	0
TOTAL EXPENDITURES	10,212,300	617,918.65	617,918.65	6.05%	9,594,381	0
BALANCE:	0	(461,511.41)	(461,511.41)		461,511	0

DETAILED EXPENDITURES BY PROGRAM

	1994-95 Budget	Expended This Month	Expended Year-to-Date	%	Unexpended Balance	Exp.. Last Y.T.D.
CITY MANAGER'S OFFICE						
PERSONAL EMOLUMENTS						
Salaries	97,100.00	7,876.48	7,876.48	8.11%	89,223.52	
Housing Allowance	11,700.00		0.00	0.00%	11,700.00	
Pension	15,100.00		0.00	0.00%	15,100.00	
Medical Aid	9,100.00		0.00	0.00%	9,100.00	
Prov. Fund	400.00		0.00	0.00%	400.00	
Sub-total:	133,400.00	7,876.48	7,876.48	5.90%	125,523.52	0.00
OTHER CHARGES						
Entertainment	10,000.00		0.00	0.00%	10,000.00	
Locomotion Allowance	19,000.00		0.00	0.00%	19,000.00	
Printing & Stationary	4,000.00		0.00	0.00%	4,000.00	
Office Equipment	2,400.00		0.00	0.00%	2,400.00	
Publicity	500.00		0.00	0.00%	500.00	
Sub-Total:	35,900.00	0.00	0.00	0.00%	35,900.00	0.00
SPECIAL EXPENDITURES						
Building Fund	---					
Wordprocessor	12,000.00		0.00	0.00%	12,000.00	
Sub-Total:	12,000.00	0.00	0.00	0.00%	12,000.00	0.00
Total City Clerk's Office:	181,300.00	7,876.48	7,876.48	4.34%	173,423.52	0.00
CLERK TO COUNCIL						
PERSONAL EMOLUMENTS						
Salaries	248,300.00	9,033.17	9,033.17	3.64%	239,266.83	
Housing Allowance	29,800.00		0.00	0.00%	29,800.00	
Pension	38,500.00		0.00	0.00%	38,500.00	
Medical Aid	37,200.00		0.00	0.00%	37,200.00	
Medical Aid (DRE)	14,000.00		0.00	0.00%	14,000.00	
Wages	93,700.00		0.00	0.00%	93,700.00	
Housing Allowance	11,300.00		0.00	0.00%	11,300.00	
Prov. Fund (DRE)	2,000.00		0.00	0.00%	2,000.00	
Prov. Fund (Staff)	1,800.00		0.00	0.00%	1,800.00	
Sub-Total:	476,600.00	9,033.17	9,033.17	1.90%	467,566.83	0.00
OTHER CHARGES						
Locomotion Allowance	8,000.00		0.00	0.00%	8,000.00	
Protective Clothing	3,300.00		0.00	0.00%	3,300.00	
Uniform	13,200.00		0.00	0.00%	13,200.00	
Heating & Lighting	48,500.00	1,808.79	1,808.79	3.73%	46,691.21	
Water Consumption	21,100.00		0.00	0.00%	21,100.00	
Use of Vehicles	22,500.00		0.00	0.00%	22,500.00	
Equipment Tools & Materials	8,200.00		0.00	0.00%	8,200.00	
Printing & Stationery	20,600.00		0.00	0.00%	20,600.00	
Postages	2,900.00		0.00	0.00%	2,900.00	
Books & Periodicals	200.00		0.00	0.00%	200.00	
Telephones	51,500.00		0.00	0.00%	51,500.00	
Office Equipment	6,000.00		0.00	0.00%	6,000.00	
Legal Fees	30,000.00	2,680.17	2,680.17	8.93%	27,319.83	
Valuation Expenses	38,000.00		0.00	0.00%	38,000.00	
Sub-Total:	274,000.00	1,808.79	1,808.79	0.66%	272,191.21	0.00
SPECIAL EXPENDITURES						
Furniture & Fitting (C/Room)	4,000.00		0.00	0.00%	4,000.00	
Sub-Total:	4,000.00	0.00	0.00	0.00%	4,000.00	0.00
Total Clerk to Council:	754,600.00	10,841.96	10,841.96	1.44%	743,758.04	0.00
TREASURY DEPARTMENT						
PERSONAL EMOLUMENTS						
Salaries	437,200.00	25,350.45	25,350.45	5.80%	411,849.55	
Housing Allowance	52,500.00		0.00	0.00%	52,500.00	
Pension	67,800.00		0.00	0.00%	67,800.00	
Medical Aid	77,900.00		0.00	0.00%	77,900.00	
Prov. Fund (Staff)	3,500.00		0.00	0.00%	3,500.00	
Sub-Total:	638,900.00	25,350.45	25,350.45	3.97%	613,549.55	0.00

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OTHER CHARGES						
Locomotion Allowance	16,000.00		0.00	0.00%	16,000.00	
Printing & Stationery	35,000.00		0.00	0.00%	35,000.00	
Advertising (Rates Def.)	68,000.00		0.00	0.00%	68,000.00	
Insurance	88,500.00		0.00	0.00%	88,500.00	
Office Equipment	3,500.00	310.50	310.50	8.87%	3,189.50	
Audr Fees	40,500.00		0.00	0.00%	40,500.00	
Bank Charges	16,900.00		0.00	0.00%	16,900.00	
Bank Interest	100,000.00		0.00	0.00%	100,000.00	
Computer Expenses	70,000.00		0.00	0.00%	70,000.00	
Sub-Total:	437,400.00	310.50	310.50	0.07%	437,089.50	0.00
SPECIAL EXPENDITURES						
Computer	50,000.00		0.00	0.00%	50,000.00	
Sub-Total:	50,000.00	0.00	0.00	0.00%	50,000.00	0.00
Total Treasury:	1,126,300.00	25,660.95	25,660.95	2.28%	1,100,639.05	0.00

FINANCE SUNDRIES

OTHER CHARGES						
Comm Attend. Allow (Councilor)	100,000.00		0.00	0.00%	100,000.00	
Conference Allow (Councilors)	5,000.00		0.00	0.00%	5,000.00	
Principal & Interest (SNPF)	160,000.00		0.00	0.00%	160,000.00	
Rent Payable (ATP)	22,000.00		0.00	0.00%	22,000.00	
Sub-Total:	287,000.00	0.00	0.00	0.00%	287,000.00	0.00
Total Finance Sundries:	287,000.00	0.00	0.00	0.00%	287,000.00	0.00

PERSONNEL DEPARTMENT

PERSONAL EMOLUMENTS						
Salaries	82,300.00	1,888.52	1,888.52	2.29%	80,411.48	
Housing Allowance	9,900.00		0.00	0.00%	9,900.00	
Pension	12,800.00		0.00	0.00%	12,800.00	
Medical Aid	9,500.00		0.00	0.00%	9,500.00	
Provident Fund	400.00		0.00	0.00%	400.00	
Sub-Total:	114,900.00	1,888.52	1,888.52	1.64%	113,011.48	0.00
OTHER CHARGES						
Traveling & Subsistence	23,000.00		0.00	0.00%	23,000.00	
Training & Development	20,000.00		0.00	0.00%	20,000.00	
Printing & Stationery	5,500.00	67.45	67.45	1.23%	5,432.55	
Office Equipment	1,000.00		0.00	0.00%	1,000.00	
Sub-Total:	49,500.00	67.45	67.45	0.14%	49,432.55	0.00
Total Personnel:	164,400.00	1,955.97	1,955.97	1.19%	162,444.03	0.00

NOTE: Personal Emoluments above is E 400 too high; Medical Aid reduced to balance.

HEALTH : ADMINISTRATION

PERSONAL EMOLUMENTS						
Salaries	350,700.00	16,268.01	16,268.01	4.64%	334,431.99	
Housing Allowance (Staff)	42,100.00		0.00	0.00%	42,100.00	
Pension	54,400.00		0.00	0.00%	54,400.00	
Medical Aid (Staff)	46,900.00		0.00	0.00%	46,900.00	
Medical Aid (DRE)	4,800.00		0.00	0.00%	4,800.00	
Wages	19,800.00		0.00	0.00%	19,800.00	
Housing Allowance (DRE)	2,400.00		0.00	0.00%	2,400.00	
Prov. Fund (DRE)	600.00		0.00	0.00%	600.00	
Prov. Fund (Staff)	1,800.00		0.00	0.00%	1,800.00	
Sub-Total:	523,500.00	16,268.01	16,268.01	3.11%	507,231.99	0.00
OTHER CHARGES						
Locomotion Allowance	10,300.00		0.00	0.00%	10,300.00	
Clothing & Uniform	4,400.00		0.00	0.00%	4,400.00	
Use of Vehicles	32,200.00		0.00	0.00%	32,200.00	
Equipment Tools & Material	2,900.00	120.00	120.00	4.14%	2,780.00	
Workshop/Seminars (health)	6,400.00		0.00	0.00%	6,400.00	
Office Stationery	4,300.00		0.00	0.00%	4,300.00	
Spraying Chemicals	6,700.00		0.00	0.00%	6,700.00	
Laboratory Chemicals	7,800.00		0.00	0.00%	7,800.00	
Sub-Total:	75,000.00	120.00	120.00	0.16%	74,880.00	0.00
SPECIAL EXPENDITURES						
Spraying Equipment	2,000.00		0.00	0.00%	2,000.00	
Lab. Equipment	9,200.00		0.00	0.00%	9,200.00	
Nursing Unit	800.00		0.00	0.00%	800.00	
Sub-Total:	12,000.00	0.00	0.00	0.00%	12,000.00	0.00
Total Health Administration:	610,500.00	16,388.01	16,388.01	2.68%	594,111.99	0.00

ET CETERA.....

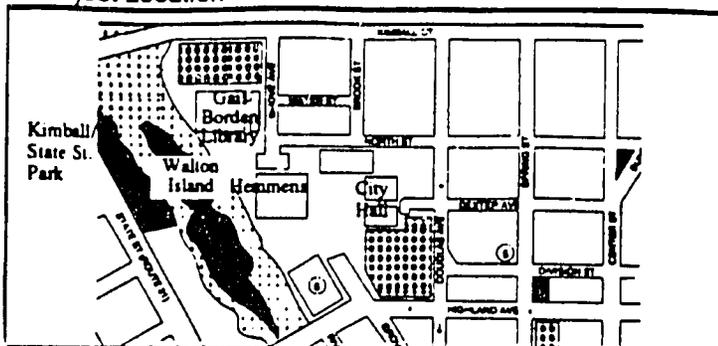
INDIVIDUAL CIP PROJECT DETAIL

EXHIBIT L

Project Identification

Department/Program
Parks and Recreation
Project Number
PR-13
Project Name
Center City Parks
Spending to Date
\$334,000

Project Location



Expenditure Schedule

ALL VALUES IN THOUSANDS (000s)

Type/Function	Prior Total	Current 1992	1993	1994	1995	1996	1997 - 2001	2002 - 2011	Project Total
G.A.R. Park			15						15
Davidson Park			20						20
Foundry Park	334								334
Dundee/Kimball Park		190							190
Carleton Rogers Park			20						20
Other Parks			20	20	20	20	100		180
Expenditure Total	\$334	\$190	\$75	\$20	\$20	\$20	\$100	\$0	\$759

Funding Schedule

ALL VALUES IN THOUSANDS (000s)

Source	Prior Total	Current 1992	1993	1994	1995	1996	1997 - 2001	2002 - 2011	Project Total
Cable T.V. Fund	334		75	20	20	20	100		235
1992 Bonds		190							0
Revenue Total	\$334	\$190	\$75	\$20	\$20	\$20	\$100	\$0	\$235

Misc.

Description:

A series of small parks border the Center City. These park sites have, in most cases, not been well maintained and should be refurbished to improve the Center City entryways. In 1990 site plans were prepared for Foundry Park (State and Kimball) and Kimball/Dundee Park. Development will commence on the Foundry in 1991, and Kimball/Dundee in 1992, with the remaining park sites in 1993.

Justification:

Improvements to the perimeter parks in the Center City will improve its appearance.

Coordination:

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REVENUES/EXPENDITURES BY PROGRAM CATEGORY

EXHIBIT M

EXPENDITURES						
DEPARTMENT	1994-95 Budget	PROTECTION & SERVICE		TRANS- PORTATION	DIRECT USER FEES	OVERHEAD & ADMIN.
		PEOPLE	PROPERTY			
City Clerk	181,300					181,300
Clerk to Council	754,600					754,600
City Treasurer	1,126,300					1,126,300
Financial Sundries	287,000					287,000
Personnel	164,400					164,400
Health Administration	610,500	305,250	305,250			
Health: Abattoir	84,600				84,600	
Day Nursery	113,500				113,500	
Works, Administration	557,500		278,750	278,750		
Parks (and Cemeteries)	819,700	819,700				
Cemeteries	136,500	136,500				
Sports & Recreations	96,600				96,600	
Works: Depot	2,615,400	653,850	653,850	1,307,700		
Vehicle Repair Workshop	561,700			561,700		
Building Inspection	392,400		294,300		98,100	
Public Conveniences	194,200	194,200				
Markets	218,000				218,000	
Cleansing	981,900				981,900	
Septic Tanker	291,800				291,800	
Pound	24,400				24,400	
TOTAL EXPENDITURES	10,212,300	2,109,500	1,532,150	2,148,150	1,908,900	2,513,600
Allocation of Overhead by %		688,745	500,242	701,364	623,250	0
ADJUSTED TOTAL EXP BY TYPE		2,798,245	2,032,392	2,849,514	2,532,150	
REVENUES						
Rates on Private Property	4,846,459		4,846,459			
Rates on Government Property	1,099,937	1,099,937				
Rates Penalty Int., Clearance Ce	219,600		219,600			
Government Subvention in-lieu	-					
Licenses	316,000	316,000				
Non-rateable Properties	1,133,169	1,133,169				
Government Grants:						
Refuse Removal	1,416,461				1,416,461	
Agency Fees	39,560					39,560
Burial Costs	19,090				19,090	
Urban Roads	0			0		
Miscellaneous Revenue	2,247					2,247
Interest on Investments	-					
Rent	66,800	66,800				
Health Admin: Lab Fees	9,700				9,700	
Abattoir	57,200				57,200	
Day Nursery	33,440				33,440	
Burial & Cemetery Fees	8,000				8,000	
Swimming Pool & Sports Fees	7,100				7,100	
Building Fees	55,700				55,700	
Refuse Fees	419,437				419,437	
Septic Tanker & Disposal Fees	260,400				260,400	
Markets	82,100				82,100	
Cash Surplus	-					
Advertising, Firewood, Hire Plan	30,000					30,000
Pound Fees	4,100				4,100	
Toilet Fees	85,800					85,800
TOTAL REVENUES	10,212,300	2,615,906	5,066,059	0	2,372,728	157,607
Allocation of Overhead by %		41,004	79,410	0	37,192	
ADJ. TOTAL REVENUES BY TOTAL EXPEND. BY TYPE SURPLUS/DEFICIT:	10,212,300 (10,212,300)	2,656,910 (2,798,245)	5,145,469 (2,032,392)	0 (2,849,514)	2,409,920 (2,532,150)	0 (122,228)

SPECIFIC USER FEE SERVICES			
PROGRAM AREA:	User Fees	Service Cost	Surplus/Def.
Health: Abattoir	57,200	(84,600)	(27,400)
Day Nursery	33,440	(113,500)	(80,060)
Sports & Recreations	7,100	(96,600)	(89,500)
Building Inspection	55,700	(98,100)	(42,400)
Markets	82,100	(218,000)	(135,900)
Cleansing	1,083,237	(981,900)	101,337
Septic Tanker	260,400	(291,800)	(31,400)
Pound	4,100	(24,400)	(20,300)
Total User Fees:	1,583,277	(1,908,900)	(325,623)

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