

APPENDIX 6

A PRACTICAL GUIDE TO PUBLIC RELATIONS FOR THE COUNTY SUPERVISOR

Joanne Anderson

Public relations should help the supervisor effectively demonstrate how county government and the supervisor work for the people. A county's success in any undertaking can be aided by "good" public relations.

The position of county supervisor is firmly grounded in the grass roots. The county supervisor interacts with leaders from local to state to federal levels and has more potential to be a force for the common good than any other job in public service.

Those who have worked any length of time in county government have observed that the county supervisor is often the

- Most overworked public official
- Most underpaid public official for the work required, and
- Least appreciated public official among all the levels of leadership.

Why most people do not appreciate the county supervisor's work is because of poor communication, or put another way, the failure to effectively use all the marvelous tools available through the modern media and technology to tell the story of county government. More effort must be made to get out enough good news and positive information to better educate the public and balance the negatives that typically and easily win the larger headlines and air time.

This is why any county, big or small, needs a good public relations program. It does not have to be large. It does not have to be expensive. It does not have to be formal or highly structured. It just needs to fit the needs of each individual county. It is widely believed that a professional communicator is worth his or her weight in gold. In smaller counties, the expense of this position may be shared with another agency, such as a community college or municipality.

When is public relations needed?

- When trying to explain to a small, feisty, elderly lady why she is going to have to give up her lifetime residence to make way for a high-rise bridge, when a nearby major construction project is re-routed to protect an endangered gopher turtle.
- When a garbage fee is assessed a large segment of a county's population because the state has set a ceiling on the millage allowed for garbage collection.
- To explain why a large percentage of the tax levies you set are mandated by state law.
- To promote a bond issue for a new courthouse or a new public library.
- To give a positive image of leadership.

- To offset the bad publicity brought about by the few in county government who have broken their trust with the people.
- To tell of model county projects and programs.
- To show that taxpayer monies are being spent productively and efficiently.

And just what is public relations? First, consider what it is not. It is not just advertising. It is not just publicity. It is not an attempt to withhold information.

Public relations did not just happen during this 20th century. Public relations goes as far back as the Egyptian pyramids. Think about it.

The pyramids were an early form of public relations. They were, and continue to be, an awe-inspiring visual message about the divinity of royalty and were directed to a population largely unable to read.

Two centuries ago, during the French and American revolutions, people were busy writing pamphlets trying to influence the thinking of the man in the street. When Thomas Paine wrote *Common Sense*, he so stirred the colonists that it “worked a powerful change in the minds of many men.”

FDR’s fireside chats are one of the most powerful examples of effective public relations in this century. No leader, before or after, could choose and put words together better than FDR.

That leads to a modern-day, working definition of public relations for county government. *What public relations is - is taking words and pictures and using them in various forms - to market the supervisor, the supervisor’s vision and goals, and county government, itself, to an audience that has been made responsive.*

Today we convey words through television, radio, the Internet, web sites, e-mail, electronic conferencing, and the traditional print media of newspapers, magazines, and newsletters. It’s a lot quicker than building pyramids. Today’s speed of communication is mind-boggling.

Public relations should be more than just a practice; it should be a way of life. It involves common sense. Everyone understands good manners, patience, small kindnesses and mutual respect. All these qualities are fundamental to a good public relations program.

Candidates who get reelected year after year with little opposition are those who run every day of the year, the entire four years they are in office. The good manners, the small kindnesses, the respect for the public they serve are not characteristics you pull out and dust off once every four years. The consistently-successful candidates are involved in regularly supporting worthwhile community efforts and charities and addressing clubs, schools and civic organizations. The result is that people of all ages learn about county government, how it works, and how that supervisor plans to make it better.

These supervisors answer their messages, write encouraging and congratulatory notes to their constituents, and above all listen to the people. They may get teased about kissing the babies, but they know what good public service and good public relations is all about.

They are the good stewards of the public faith entrusted to them and they never forget they are here to serve. They do not need anyone to help make them look good, but they appreciate the

public relations efforts that help them to be more effective public servants and communicators in their communities.

Remember one thing. Genuine public relations is not about making someone or some thing look good. If the basic product, county government or a county leader, is a bad product, so to speak, no amount of razzle-dazzle or fancy packaging is going to fool anyone over a period of time. Good public relations is the result of long-term commitment.

Times have changed. P.T. Barnum said, "I don't care what you say about me as long as you spell my name right." It may have worked for him, but it is not going to work in county government. A county supervisor must care what is said about him or her. It is most desirable that names are spelled correctly and that the message is presented accurately.

How is that accomplished?

TEN WAYS TO HAVE BETTER PUBLIC RELATIONS IN YOUR COUNTY

1. Keep in touch with your constituency --- Develop a web site.
2. Know who the key communicators are in your district and your county.
3. Use a newsletter for informing employees and key communicators.
4. Maintain good media relations.
5. Advertise county resources, not yourself.
6. Use speech making as a powerful communication tool.
7. Use flyers and brochures to get specific information out.
8. Apply for a NACo award.
9. Use special events to promote special projects.
10. Have a public relations plan.

Keep in Touch with Your Constituency --- Develop a Web Site

Always try to keep sight of the big picture. If you insulate yourself in your office or in the courthouse, you will be hearing input only from the "courthouse grapevine." It is not to be ignored, but what we say to each other and how we see things from the inside, do not, most of the time, even come close to representing how the people looking in from the outside are seeing and understanding projects and issues.

A web site is an excellent way of distributing information to your constituency. Our web site is www.co.jackson.ms.us and is organized under several broad headings: Board of Supervisors, General Information, Departments and Services, Public Documents, Boards and Commissions, What's New and Links. We offer on-line tax payments, current weather information, Board agendas and minute summaries, project updates, and much more. Constituents can apply for a job on-line and download a number of government forms. We plan to make land records available on-line in the near future. We developed our web site in-house by training existing employees to develop and maintain the site. The county information officer planned the site and is responsible for its content. We have the capability to update immediately on a daily basis. Our web site team used a popular web site development program.

Know Who the Key Communicators Are in Your District and County

If you talk to public relations directors in the private sector, they will tell you their best advocates are their employees. Eight years ago, International Paper Company in Jackson County modified its image from that of being a threat to the environment to being a major player in protecting the environment.

The company did this through a series of very effective television advertisements that featured its employees who told how, in their own words, the company's efforts to restore the rivers and wildlife to more pristine times had become effective.

Your best advocates then are your employees and people who talk to - and are believed by - lots of people. Research shows that people tend to believe their friends and neighbors more than they believe the media or publications.

Your key communicators are not only the formal power-structure people. They may also be barbers, beauticians and bartenders. Or, dentists, firefighters, post office clerks, or realtors.

You are probably thinking right now of one (1) or two (2) people who fit this description in your county. In East Jackson County, one of these key communicators is a realtor. Her name is Barbara Martin. She is a former secretary to the Board of Supervisors. Until recently, she also owned a little country store where she worked the evening shift. She is a leader of the civic association for that area. When anyone in East Jackson County has a question about county government, they go ask Barbara.

People do ask county employees their opinions. That is why you should keep your employees informed about current events and projects. They can be your best advocates.

Don Bagin, publisher of *Communications Briefings*, tells this true story:

A school district started teaching reading in a new way. At the end of the year, test scores were up, kids were reading better and everyone seemed to like the program. The school district's public relations efforts explained in the newspapers, on cable TV and on the radio, the program's successes.

One Sunday, a taxpayer bumped into the assistant superintendent of schools coming out of church. "How come the new reading program isn't working?" the taxpayer asked.

The puzzled school official asked what the taxpayer meant.

"I've seen the propaganda you folks have put out saying how great the program is," the taxpayer replied, "but I know it's not working."

The administrator asked why the taxpayer felt that way. "My next-door neighbor," he answered, "works in the school where they use that program, and he says the kids aren't learning anything in those reading classes."

So there you have it. People do not always accept what the media tells them. Know who your key communicators are. They are your employees. They are people like Barbara Martin in East Jackson County. Get news and information out to these people quickly. If a rumor starts, deal with it while it is still a spark, not a fire. Meet with your key communicators in civic associations. Meet with them one on one.

Hold town meetings in smaller areas and neighborhoods of your district. Get input and try to involve the community in county policy-making processes. Get down into the grass roots every opportunity that you have and do six things: listen, listen, listen, and communicate, communicate, communicate.

Take Advantage of a Newsletter as an Effective Tool in Informing Your Employees and Key Communicators

Newsletters also help build morale. When Jackson County began a monthly newsletter, a contest was held to name the newsletter and a \$50.00 savings bond, donated by a local bank, was offered as a prize. The winning name was The County Connection.

The County Connection features on its front page a county project or department. On page two is found news of practical use, like changes in insurance coverage or personnel policies and personal news about employees, their families, and their accomplishments on and off the job. On page 3, the employee of the month is featured, and on the back the upcoming month's birthdays and recognition of those who have five (5), ten (10), fifteen (15), twenty (20), twenty-five (25) and thirty (30) years of service.

Some stories from the newsletter are recycled as news releases to the outside media and serve a dual purpose of letting the public know what good employees we have and some of the outstanding things that are being accomplished in county government.

A newsletter can be the most cost-effective internal and/or external promotion your county can do. A county employee with a talent for writing and a desire to put together a newsletter can be your beginning. Jackson County started with a two-sided legal page, xeroxed in-house. Now thanks to the Internet, Jackson County sends an electronic, color PDF (Portable Document Format) version to employees and 500 citizens over the Internet access. Printed one-color (black on white paper) are distributed to employees who do not have Internet access.

Maintain Good Media Relations

This is a complex topic. But for the sake of brevity, here are a few suggestions:

- A. Be accurate at all times. Never release material that you have not checked and rechecked, right down to the certainty of the spelling of names.
- B. Be available. Make sure that the media people know how to reach you at all times. When a reporter needs background information, verification, or details for a late-breaking story, he or she most likely needs it right then, not tomorrow or next week. A county supervisor is expected to be accessible for information and interviews and should be fully aware that any statement he or she makes may wind up in print or be repeated on a newscast. When county supervisors are unable to comment accurately on a matter, or have not reached a position on an issue, they should say that they are not prepared to make a statement at that time.
- C. Be consistent. When you have established a routine for sending out publicity, such as a report or column, stick to it, so that the media can depend on you to fill available or reserved time or space.
- D. Be discriminating. Know what is news and of interest to the public. Avoid an overabundance of releases and trivial content. And don't overuse the press conference. When you call a press conference, let it be for something truly out of the ordinary.
- E. Be fair. Send out the same or a similar release to each medium so that it arrives at the proper time for use.

- F. Keep background information handy, whether it be general facts about the county or material dealing with specific issues. Part of the job with dealing with the media is educational. Relating to uninformed reporters, or new ones assigned to cover the county, is one of the challenges of maintaining good relations. You will have to fill them in constantly, and be willing to repeat what may seem obvious to you.
- G. Define key newspaper people. The most important person on the staff of the town newspaper as it relates to you, the county official, may not be the publisher or editor. It is, in most cases, going to be the reporter who covers your board proceedings.

Griffin Bell, President Carter's first attorney general, had a common sense approach to the press. He said, "I found that one of the most useful skills to develop was to be able to put myself in the place of a reporter and see how a particular set of facts or statements would look to one who was observing, not participating."

When it does not involve sensitive personnel issues or negotiations that require confidentiality, give the reporters who cover your meetings copies of relevant reports, documents, letters, anything that will help the reporter with background. This makes a mighty contribution to accuracy and comprehension in the reporter's finished story.

Keep an open door to the press. The press is not your enemy. You both have one major thing in common. You are serving the public, looking out for the common good.

- H. Don't argue. If you are the victim of a negative article, do not overreact. How do you correct misinformation and counter criticism? Very, very carefully. The media always have the last word, so react accordingly. Use good judgment in determining how serious the matter is, and nine times out of ten it will be best to ignore it. If you feel that something must be done, you can write a letter or make a phone call to the person responsible; keep your tone polite and factual, not defensive, and you will, at the very least, educate him or her.

Calling the reporter's superior puts the reporter on the spot and will most certainly damage future relations. If criticism is printed or aired as an editorial opinion, that is an editor's right; about all you can do is to present your side either by phone or memo. If the occasion merits, issue a formal statement to counter serious charges. You have to decide which battles are worth fighting, because you will not have time to fight them all.

- I. Keep your ears tuned for the sound of distant thunder. If there are rumblings of trouble ahead over a significant issue, take action in advance and head off the storm as best you can with the timely release of interpretative information. If you want credibility, be honest, admit mistakes, and never repress facts. You will get a fair hearing for the most part. In times of crisis and close scrutiny by the media, keep your staff informed of the situation and of the action being taken. Request that all questions or interviews be referred to a designated spokesperson, whether that is you, the board president, or another.

The protocol used in Jackson County is that if it is a district story, the district supervisor is the spokesperson. If it is a project or issue of countywide interest then the spokesperson is the Board President or County Administrator. After Hurricane Georges, the public information officer coordinated all news releases and public advisories for the entire county.

- J. Say thank you. Express appreciation in a letter or in person when the county has received good media coverage. Reporters will tell you that readers are quick to call when a story has a mistake, or to disagree with them, but a call to say thanks for a great story is rare. As a public servant, you can certainly relate to that. Thanking a reporter or editor for good coverage is good business. Then when you do have to call with a complaint you will have created some balance in your relationship with the press.
- K. When do you invoke “No Comment?” When the situation dictates that you shouldn’t comment, say something like: “I am unable to comment on that right now. But I will give you a statement on that just as soon as I can.” That response leaves the door open and does not make you sound uncooperative or defensive. Also, never go “off the record.” If you are not ready for your comments to be publicized, just don’t make them.
- L. Learn to talk their language.

An editorial is not the same as a letter to the editor. A feature is not the same as a news story. Here’s the scoop:

A *news release* includes basic facts: who, what, when, where, why and how. It does not include opinions, unless they are attributable to responsible authorities. A newspaper has the right to edit or correct your release. The National Association of Science Writers gives seven reasons why some releases may not be used:

1. Not enough local interest
2. Poorly written
3. Story is advertising not news
4. Story is a fake or untrue
5. Copy is inaccurate or incomplete
6. Against newspaper policy
7. Story received too late

An *editorial* represents the opinion of the newspaper and is written by newspaper staff.

A *letter to the editor* is written by readers of the newspapers and very often includes opinions, as well as facts.

A *caption* or *cutline* is the text that describes and accompanies a photograph.

A *display ad* is space that is purchased. Examples are political ads and retail store ads. *Classified ads* are the long columns of small-print that list things like employment opportunities, cars for sale, and lost and found.

A *voice-over* is a recorded quote used with a story on radio.

A *sound bite* is a short televised quote included in a television program.

A *fact sheet* gives background information in a simple form. It may include lists, a detailed description of a particular activity, brief descriptions of programs, summaries, and numbers. It must be accurate and up-dated when information changes.

Advertise County Resources, Not Yourself

As you are called upon to place advertisements in publications like athletic programs, high school annuals, and magazines, you should be aware of the state law on how advertising monies are to be spent.

Section 17-3-1 of the *Mississippi Code* says that the board of supervisors of any county and the mayor and board of aldermen or commissioners of any municipality may levy up to one mill for the purpose of advertising and bringing into favorable notice the opportunities, possibilities and resources of such municipality or county.

Section 17-3-3 says that advertising should . . . be helpful toward advancing the moral, financial and other interest of such municipality or county.

Your litmus test should be: “Does it advertise or promote county resources, opportunities and possibilities?” If it doesn’t, don’t do it.

In your advertisements, for example, feature resources like museums, public libraries, community centers, and public service buildings and their services. Depending on what district the ad will run in, select what resource you want to advertise.

For example, an ad in the Ocean Springs High School football program might feature the Walter Anderson Art Museum in Ocean Springs or the West Jackson County Public Services Complex that serves the Ocean Springs area. These resource ads usually begin with the phrase: “The Jackson County Board of Supervisors invites you to visit the . . .” Or it ends with the phrase, “This facility is supported by the Jackson County Board of Supervisors.” This informs the public that this is a county-funded or assisted project or resource.

Feedback shows that the public appreciates the ads more when they promote a resource and do not resemble a political ad. The public also appreciates special public events that involve private sponsorship of expenses like those for refreshments and handouts. In the long run, these practices dignify your position, much more than running a picture of yourself and/or the entire board.

Speech Making Is a Powerful Communication Tool

A well-thought-out, organized speech can be one of the most effective tools for advertising county resources or communicating the information necessary to achieve the goals of leadership. Speeches that you make are often quoted in the media and can give high visibility to your message or project. It is the gifted person who is able to ad lib on any and every occasion of speech making. But, there are more occasions when research and advance preparation are required. If you do not have a public information officer, perhaps someone else, with writing talent, may assist with speech writing, when needed. Speech writing can be plain and simple. And whether you have someone helping you or not, follow these few simple tips.

- Know your audience.
- Put yourself in the place of the listener and think what you would want to hear or learn on that specific occasion and how long you, personally, would want to sit there listening to the particular topic.
- Write, or have the speech written, to fit yourself.

One of Jackson County's former supervisors was a social studies teacher. He liked to use historical quotes and that fit him. He was also a good ad libber and story teller, so those components were integrated into his prepared speeches.

Another supervisor liked to work from an outline only. He kept all the facts and figures in his head and he was very good at that.

So use whatever works for you.

Research the subject and verify all your data. Accuracy is the most important goal you should have.

Many of you, especially board presidents, do not have time to prepare speeches. Outside help is valuable, whether it comes from an administrative assistant or a professional public information officer.

Keep a resource file with all kinds of data, ranging from employment statistics to women's issues to black history. This is helpful when you get short notice on a speech. When you don't have what you need, get it from primary sources like department heads, the Chamber, and government agencies. The public library and the Internet are invaluable resources.

Use Brochures and Flyers to get specific messages out about county projects and services

Use flyers to tell about the different service buildings in your county, telling what services are offered in what buildings in what areas and at what times, and how to reach public officials.

Jackson County has used flyers to promote its Eldercare services, public golf course, and to let people know about town meetings. These are posted in commercial establishments, doctors' offices, on courthouse counters, in the public libraries, anywhere we can reach the people. New user-friendly computer print shop programs allow you to produce professional quality flyers and brochures in-house.

And, remember, many people do not take a daily newspaper, so flyers and brochures can be very helpful to these folks. Overall, flyers and brochures serve as a reminder and convenience to most everyone.

Apply for a NACo Award

The National Association of Counties (NACo) achievement award program has been honoring outstanding county programs and projects for more than 25 years. Competing for this award is a great way to get positive publicity for your county. Jackson County won the award for inaugurating an Eldercare Patient Transportation System that takes senior citizens, who are unable to drive, from their residences to non-emergency medical and dental appointments. This service often frees their care-givers from missing employment.

Jackson County's two daily newspapers and four weeklies all ran news stories when the county won the award. One newspaper ran an editorial praising the county's award-winning project.

NACo awards are presented to small and large counties in 21 categories. There is no limit to how many nominations you can make. If you have an innovative program from which another county could learn, then you are almost assured of getting selected for one of these awards.

If you are interested in applying, information may be obtained from NACo's web site at www.naco.org or by writing NACO at 440 First Street, N.W., Washington, D.C. 20001-2080.

Use Special Events to Promote Special Projects

A kissing cousin to the press conference is the special event or ceremony. This is an effective vehicle for advertising your county resources. Instead of a press release about the opening of a new library or the start of a new service, have a ceremony to get the people out to come see for themselves what is available to them.

If you can traditionally get the crowds out for these events, the media extends its coverage to more than one story, usually doing advance and follow-up publicity. The county is then getting its message out multi fold.

For example, one special event that created a large amount of excitement in Jackson County was the inaugural run of Amtrak's Sunset Limited through the county seat, Pascagoula. On this occasion, Jackson County was invited by the City of Pascagoula to help with this event. The Chamber and Navy home port people also participated.

Because so many different groups from the community worked together, the event was a huge success. That interaction built ownership by the people into the event and served as a reminder that the people are willing to be a vital, contributing part of government.

The city set up bleachers next to our railroad depot. The local carpenter's union set up a tent and kitchen on an adjoining empty lot and sold hot dogs, drinks and chips at a very nominal cost to the lunch time crowd. Chevron had a booth and gave away free balloons.

Amtrak had provided cardboard engineer hats for the kids and Amtrak schedules and special souvenir buttons for the adults. Ingalls Shipbuilding put up banners across the tracks and loaned red, white and blue bunting to deck the railings. The Navy had painted the depot and fencing prior to the event. South Central Bell finished installing a public telephone just a half hour before the ceremony.

A local florist lent potted flowers and plants to decorate the speaker's platform and depot. The Singing River Art Association piggybacked on the event's publicity by having an art exhibit open for the day in the depot-turned Art Gallery. The Pascagoula High School Jazz Band entertained with live music. This was one of the county's most colorful and exciting events. More than four hundred (400) came. That was a good crowd for noon on a week day and the largest crowd for the inaugural coast wide run with the other cities averaging seventy-five (75) in attendance. Everyone had been promised a fun lunch hour in Jackson County. It worked. There was probably no one in Jackson County, who did not know the Sunset Limited had made a historical run that day. All the media loved it.

Jackson County also learned early how to increase crowd and media attendance with "name" speakers. They don't have to be movie stars, either. At the dedication of the Vancleave Public Library, WLOX-TV anchorman Jeff Lawson was a popular speaker. Others have included state and congressional leaders of course, and astronauts, bishops, authors, and scientists at various ceremonies. At the dedication of the St. Martin Public Library, an unusual thing happened. The invocation speaker turned out to be a bigger draw than the main speaker.

He was a well-known and beloved Catholic priest named Father Louis Lohan. Father Lohan had been reassigned from the St. Martin area to Wiggins a few years prior to this special event. Many of his former parishioners and old friends saw that he was on the program. Advance

media coverage was good, and it was furthered by the word-of-mouth news that “Father Louie” was going to be back in town. Five hundred (500) people attended that dedication.

Yes, the refreshments were good. People did want to see their new library for the first time, but it was obvious that Father Lohan was the big draw for that day. One big clue too, was that about one hundred (100) people upon arrival kept asking “Where’s Father Louie?”

Just remember, in planning a special event, to involve as many people and groups from as many different backgrounds as you can. It works.

Prepare a Public Relations Plan

Set specific goals. Decide what you want to get done. Then work on the “how to’s” to get it done. The “how to’s” can include newsletters, flyers, brochures, publicity, speeches, special events, one, two or all the things discussed in this article.

If you do not have a trained public relations representative, assign someone on your staff who is willing to give it a try. The public library is a wonderful resource for how-to books on subjects ranging from overall public relations plans to how to write a press release.

But remember, the art of public relations is limited only by your own imagination. The text books are helpful, but in being there you will find your own, and many time better, ways of getting the job done.

TEN SAMPLES OF PUBLIC RELATIONS PIECES YOU CAN USE IN YOUR COUNTY

1. News Release
2. Caption
3. Road Advisory
4. Proclamation
5. Service Anniversary Recognition
6. Advertisement (Advertising County Resources)
7. Flyer
8. Newsletter
9. Fact Sheet
10. Citizen Recognition Certificate

APPENDIX 7 INFORMATION TECHNOLOGY

Michael T. Allen

INTRODUCTION

Today we are frequently reminded of the old saying that “information is power.” We are also often told that we live in “The Information Age.” Assuming that both of these statements are true, it would be easy to expect that everyone should be empowered by now since there is an enormous amount of information on tap. However, in reality, such information is useless if we cannot gain access to the parts we need in an orderly and efficient fashion. Even though the information may be readily available *now*, if we cannot find it or do not know how to get it, then we are at a disadvantage. To take advantage of “The Information Age,” we need to know how and where to “hook up” and get the information that we need.

There are many ways that information is exchanged: verbally, visually, mechanically, electronically, and digitally. While we are familiar with many of these ways – especially verbal and visual – and use them everyday, the newest and fastest growing means of exchange is electronic. Frankly, this method has caught many by surprise.

As it exists today, digital information exchange (communication) is made possible by electronic machines we call computers. Computers are capable of storing and rapidly processing huge quantities of data. The data-processing speeds and capabilities of these machines have grown almost exponentially in recent years. Likewise, the ability to instantly exchange information over long distances has grown tremendously.

The predominant tool permitting the instant exchange of information is the enormous worldwide network of linked computers commonly referred to as the Internet. The Internet, sometimes simply called “the net” for short, is an incredible tool for individuals, businesses, local governments – everyone – to use in quickly getting and sharing information sources such as documents, videos, audio recordings, music, photographs, news, financial transactions, software applications, and so forth.

DEFINITIONS OF TERMS

Computer network technology is changing very rapidly and new terms and acronyms are being added almost daily to our language making it sometimes difficult to understand what many information technology specialists are talking about.⁷⁶⁵ This rapid change in computer and network technology has also allowed us to enjoy many benefits. While the Internet is only about thirty-five (35) years old, it supports the information gathering and communication activities of hundreds of millions of individuals, businesses, and governments worldwide. It continues to expand at an explosive rate. With such a rapid growth rate, it is no wonder that much confusion exists about information technology terms and usage. Probably the most widespread confusion surrounds the popular and often conflicting usage of the terms *Internet*, *web*, and *e-mail*.

The *Internet* is the enormous worldwide network of computers connected using a common standard or protocol for communication. It consists primarily of hardware such as computers, servers, routers, and data lines (like fiber optic telephone line). *E-mail* and the *World Wide Web*,

⁷⁶⁵For this reason, a short glossary of information technology terms has been included at the end of this appendix section.

both enabled primarily through software applications, depend on the Internet's network infrastructure (hardware) to function. *E-mail* is simply a written message that is sent and received by computers. Since it is generally text-based or "type-written," it is very much like the old telegraph messages except that it is sent and received completely by computers using software instead of using human operators. The *World Wide Web*, usually referred to simply as "the web" or "online," is a vast world-wide system of multimedia (text, photographs, sounds, video, etc.) files and electronic resources linked together via specially coded "software" connections called *hypertext* or *hyperlinks*. The web is not the Internet. Instead, it relies on the Internet's infrastructure and is accessed through the Internet using special web browser software. The most popular web browser currently used is Microsoft's Internet Explorer. AOL Time Warner's Netscape Navigator is a distant second choice followed by other less commonly-used browsers include Mozilla, Opera, and Konqueror.

Estimating worldwide Internet usage is a very inexact process that gives at best "educated guesses." Nevertheless, it is estimated that in 1995 there were only around 20 million people worldwide using the Internet.⁷⁶⁶ In September 2003, Nielsen/NetRatings estimated that almost 420 million people had Internet access worldwide and over 250 million of these people were classified as active users of the Internet. Average monthly usage was 12 hours per person worldwide.⁷⁶⁷ Of these nearly half-billion potential users, Americans made up over 184 million of them with nearly 126 million classified as "active" users. Americans usage was also an average of 26 hours per month at home and 76 hours per month at work.⁷⁶⁸

Through extensive survey research conducted from 2000 to late 2003, the Pew Research Center estimates that on "an average day," about 66 million American adults "go online" which is over half of all with Internet access. Once online, 49% send e-mail, 31% use a search engine; 26% get news, 23% "surf the web" for fun, 20% check on the weather, 19% conduct research for their job, 19% do research before buying a product or service, 14% send an instant message, 13% look for political news and information, 13% get financial information, 12% check sports scores, 11% listen to music or watch a video clip, and 10% conduct school or similar research. Less than 10% of those online do the following on this "average" day: get information from a government website (9%); do their banking (9%); buy a product (5%); buy or make travel arrangements (4%); look for spiritual/religious information (4%); participate in an online auction (4%), gamble (1%); buy or sell stocks, bonds or mutual funds (1%); or buy groceries (1%).⁷⁶⁹

A BRIEF HISTORY OF THE INTERNET

The Internet as we know it today is very different from what was envisioned over three decades ago as a defensive U.S. computer network capable of surviving a nuclear attack. Work to

⁷⁶⁶NUA. "How Many Online?" [October 26, 2001] Available http://www.nua.ie/surveys/how_many_online/index.html, 2001.

⁷⁶⁷CyberAtlas. "Traffic Patterns: Global Usage, September 2003" [November 14, 2003] Available http://cyberatlas.internet.com/big_picture/traffic_patterns/article/0,,5931_3099471,00.html, 2003.

⁷⁶⁸CyberAtlas. "Traffic Patterns: September 2003 Internet Usage Stats" [November 14, 2003] Available http://cyberatlas.internet.com/big_picture/traffic_patterns/article/0,,5931_3096031,00.html, 2003.

⁷⁶⁹Pew Research Center. "Daily Internet Activities." [November 14, 2003] Available http://www.pewinternet.org/reports/chart.asp?img=Daily_Activities_11.7.03.htm, 2003.

produce such a stable computer network began in earnest in the late 1960s and early 1970s. To accomplish its purpose, the proposed network had to be linked in such a way that parts of it could be destroyed without bringing the whole system down. In other words, the network could not be totally dependent on any of its individual parts to function. The result of this military effort was the Advanced Research Projects Agency Network or ARPANet for short. It had no central control and was designed to reroute messages or parts of messages from computer to computer across any path available until the message was correctly delivered. To accomplish such a unique delivery system, technology allowing multiple communication paths instead of the conventional direct (dedicated line) connection had to be developed.⁷⁷⁰

The ARPANet originally had only four linked military research centers in 1969 but grew substantially over the next few years as other networks and research entities began to connect.⁷⁷¹ Making the ARPANet work required many technological innovations including the development and acceptance of standardized protocols or formats for hardware and software so they could “talk” to each other. Of course, there were also many obstacles to overcome as the network expanded to include more facilities.⁷⁷²

Building on the successes of the ARPANet, similar research networks were built elsewhere. Over time, many of the network administrators around the world saw benefit in linking the various networks together into one giant worldwide network. With the adoption of a common computer communication method or protocol called TCP/IP, it was possible to connect these different types of networks. Connecting such networks was referred to as *internetworking* and the resulting new “network of networks” was called the *internetwork* or the *internet*. Around 1980, this Internet – built on the original ARPANet backbone – was distinguished from the others with a capital “I” as if it were the only network.⁷⁷³

The military significance of the Internet gradually became overshadowed by academic and later commercial emphases as it expanded during the 1980s. On the American side, the Internet was eventually split into two networks with the military retaining their interests in the Defense Data Network (DDN). In fact, in 1990, the ARPANet was officially decommissioned and administration of the Internet’s non-military functions was transferred to the National Science Foundation (NSF).⁷⁷⁴

By 1990, the Internet began to lose its primarily technical and academic appearance and take on a new look. It became more “user-friendly” and within reach for non-technical people. It grew at an even faster rate as more connections were made available both at universities and through commercial access providers that began to appear throughout the nation. However, there were still many problems to overcome – particularly with the hardware and software needed to easily access and retrieve information. While there was great potential for the Internet, many of the existing tools for using these resources were not standardized, had software “bugs” or problems,

⁷⁷⁰Lucent Technologies. “The Internet in History.” [Online June 20, 1997] Available <http://www.lucent.com/internet/wp1.html>, 1997.

⁷⁷¹Ibid.

⁷⁷²Daniel P. Dern, *The Internet Guide for New Users*, (New York, NY: McGraw-Hill, 1994), p. 11-12.

⁷⁷³Ibid.

⁷⁷⁴Lucent Technologies. “The Internet in History.”

and were very difficult for non-technical people to use. This difficulty was especially hard to overcome for those using personal computers.⁷⁷⁵

However, work was being done to alleviate these problems and improve the Internet's functionality and "user interface" (or the appearance and functions displayed on the computer monitor). The most notable work was conducted at CERN (French abbreviation for European Nuclear Research Centre), a prominent European particle physics research facility near Geneva, Switzerland. There researchers developed a world-wide standard or protocol for accessing Internet data and information more effectively. The result was the *Hypertext Transmission Protocol (HTTP)* that gave birth to the World Wide Web in 1992.⁷⁷⁶

The first user interface for the World Wide Web ("the web" for short) was only text since graphical capabilities (i.e. pictures) were not yet incorporated. However, the next year, students working with the National Center for Supercomputer Applications (NCSA) at the University of Illinois developed the first true web browser – named Mosaic – which had a graphical, Windows-like user interface. It became an instant success and spread rapidly across college campuses and even into the corporate environment. Later, the creators of Mosaic turned their attention to a new endeavor and formed Netscape Communications Corporation, the makers of one of the most popular and widely used web browsers in the world.⁷⁷⁷

Now with hundreds of millions of Internet users around the world, around a trillion dollars in business to business and consumer online purchasing annually, and a phenomenal rate of growth, the impact of the Internet on the way we work and play has exceeded most of even the wildest expectations. However, the enormous quantity of e-mail, web "surfing" or browsing, online shopping, business to business transactions, research, and other functions being conducted on the Internet often takes a toll on its infrastructure causing net congestion, slow-downs, and temporary "black-outs" for some users as local access points fail momentarily. However, in spite of these temporary local and occasionally regional problems, the Internet as a whole continues to function and deliver the data that we have come to expect. Perhaps it is because the Internet was designed to survive a nuclear attack that it remains so versatile and functional today. Today, most people are confident that they can quickly access the information they seek, their e-mail will accurately reach its destination, and they can safely purchase goods and services using the Internet.⁷⁷⁸

INFORMATION TECHNOLOGY BENEFITS FOR LOCAL GOVERNMENTS

For local governments, probably the two most important benefits of the Internet are e-mail and web-based services. E-mail provides a very fast and economically-attractive communication tool. Distance is virtually irrelevant with e-mail. Whether the need is to convey information

⁷⁷⁵Ibid.

⁷⁷⁶Ibid.

⁷⁷⁷Ibid. Netscape Communications Corporation was later purchased by AOL prior to the AOL/Time Warner merger. Netscape Navigator is now a distant second to Microsoft's Internet Explorer web browser.

⁷⁷⁸Ibid and CyberAtlas. "B-to-B: B2B E-Commerce Headed for Trillions." [November 14, 2003] Available http://cyberatlas.internet.com/markets/b2b/article/0,,10091_986661,00.html, 2002.

within a single office or to another continent, there are no postage or long distance fees⁷⁷⁹ and delivery time is usually only seconds compared to hours or days with traditional courier-delivered mail (often pejoratively referred to as “snail mail” by e-mail users).

Similarly, the web provides local governments with many benefits such as millions of pages of current information, instant access to political and financial news and data, detailed price quotes and product descriptions, technical assistance resources, and even local entertainment and advertisement options. In addition to an enormous amount of business and commercial information, the web is host to a vast quantity of valuable government-oriented information such as research reports, census data, marketing surveys, and other forms of valuable data. The volume of such data is growing daily with more information being posted online as new web sites are created and existing ones enhanced. For example, the U.S. Census Bureau posts detailed census data online, the federal government posts income tax forms and publications online, and the many state legislatures make proposed legislation (bills) and their current status available online.⁷⁸⁰ Such information is often available in popular file formats for convenient downloading and usage in word processor and spreadsheet applications.

The web is also a great place to download “free” software,⁷⁸¹ security updates, upgrades, and patches or “bug fixes” for existing software; and demos of new and upcoming software or music releases. There are many search tools and sites for locating the telephone numbers, e-mail addresses, mailing addresses, and web sites of individuals, all levels of government, businesses, and non-profit organizations. Instant weather forecasts, worldwide news, financial data, and stock market quotes are examples of web-based services available at no charge (“free” due to advertiser support). Fee-based web sites and services enhance and extend many of these and other “free” features and services by allowing paid subscribers greater access.

Many local government associations such as the Mississippi Association of Supervisors (MAS), the Mississippi Municipal League (MML), the National Association of Counties (NACo), the National League of Cities (NLC), and the International City/County Management Association (ICMA) are on the web. The federal government and most state governments have very detailed web sites and many counties and municipalities have a strong web presence. At many of these sites, users will find helpful publications, government forms, tax information, schedules, telephone and e-mail contacts, and so forth.

To aid in sifting through and organizing this seemingly chaotic array of information, many web sites are designed around special web search tools called *search engines*. For example, Yahoo began as a small web site featuring a search engine. Many other web sites offer special directory listings, “yellow pages,” information links, and virtual “malls.” Also, many universities and public libraries create and host online lists of links to specialized web resources. The Center for Governmental Training & Technology (CGT) hosts and maintains such a listing at

⁷⁷⁹There may be a toll charge or flat rate fee for accessing the Internet through a local Internet Service Provider (ISP). If there is no local ISP, telephone access to a distant provider may entail long distance billing by the telephone company as well. Also, while many vendors offer “free” (advertiser supported) e-mail, certain fees such as for enhanced services or heavy usage may be charged by some providers.

⁷⁸⁰See Appendix 10 for a listing of government and government-related web sites.

⁷⁸¹See later section in this appendix about the liabilities associated with the unauthorized use of illegally-distributed copyrighted software. Many “free” web sites and software are supported in whole or in part via paid advertisements.

www.mslocalgovernment.org. It is regularly updated with a special emphasis on Mississippi's local governments.

Since computer hardware and software is continually changing, Internet tools for using e-mail and web browsing must change as well. Probably the best way to learn how to get connected to the Internet is to contact a regular and knowledgeable user or service provider. Many businesses such as local Internet Service Providers (ISPs) specialize in this type of service. It is wise, however, to "shop around," since prices, quality, and the services offered may vary greatly. Local government officials may also contact the CGT at 662-325-3141 for technical assistance in these matters. The CGT offers such assistance on a time-available basis to units of local government.

A WARNING ABOUT THE ABUSE OF INFORMATION TECHNOLOGY

Today's information technology, coupled with an Internet that knows no national or geographic borders, brings certain legal challenges to the forefront that did not exist a few years ago. In addition to the wealth of accurate and beneficial information available on the web, there is much information that is neither accurate nor beneficial. Sometimes what may be legally posted on a web site in one nation is illegal to download, use, or even view in the United States or in Mississippi.

A prime example of what may be legally (or in some cases illegally) posted in another area or nation but illegal to consume in this country is certain sexually explicit material such as child pornography. Local governments must be prepared to deal with potential legal issues caused by employees and citizens accessing the Internet on local government computers. Some courts have interpreted sexual harassment statutes to cover the viewing of pornography, sending sexually explicit e-mail, or engaging in similar activities with a computer. These activities can be construed as creating a hostile work environment and make one vulnerable to a lawsuit.

Other illegal activities sometimes found on the web includes bogus "press releases" or "informed sources" attempting to alter stock market prices, financial scams and so-called "pyramid schemes," tools for spreading computer viruses, and tricks for stealing personal information. In addition, there is much misinformation posted on the web. Since anyone can have a web site, web consumers must be very wary of unsubstantiated information. It is unwise to simply believe something without checking the source. Is it credible? If it sounds too good to be true, then it probably is not true.⁷⁸² Read the privacy policy and the fine print before committing to anything. Do not give your credit card number without first verifying the security of the browser and the web site to which you are accessing.⁷⁸³ (A properly secured web site is actually safer for transmitting personal information than using the telephone since the data transmitted, including the credit card numbers, are encrypted or scrambled for safety.)

There are some tools to assist in safeguarding yourself and your local governmental unit from Internet vulnerabilities. Web filtering software exists to help block or keep unauthorized material from being downloaded or viewed while online. Many software companies sell

⁷⁸²We cannot believe everything we see in print, on television, or hear on the radio. If we use the same basic principles to evaluate Internet sources as we do to evaluate these "traditional" sources, then we will easily avert most problems.

⁷⁸³Most web browsers have a "security button" or icon that can be accessed to find out if the connection between the browser and the web site being visited is secure (i.e. the information transmitted is encrypted (scrambled and "locked") for safety to make interception difficult).

“firewalls” and other security enhancements to guard personal information and ensure privacy while online. Often these packages have anti-virus software included to protect against computer viruses or anti-virus packages can be purchased as stand-alone products. While these products are very valuable and sometimes essential, as a minimum, everyone should regularly download and install the latest web browser “patches” or security updates to ensure that he has the most secure browser available.

Another older but still relatively new challenge in the area of information technology involves the unauthorized use of copyrighted software; i.e. software that was not legally obtained and licensed. A warning about the dangers and liabilities associated with duplicating and distributing copyrighted software is therefore in order. A clear understanding of this topic can help local government officials and their units of government take appropriate measures to avoid copyright infringement lawsuits.

As a general rule, just as it is illegal to make unauthorized duplications of copyrighted music (cassettes, CDs, etc.), movies, and books, it is also illegal to make unauthorized copies of software that has been copyrighted. Such unauthorized duplication and use of copyrighted software is commonly referred to as *software piracy* and constitutes stealing.⁷⁸⁴

Since 1964, the United States Copyright Office has registered software as a form of literary expression. Amendments to the Copyright Act in 1980 specifically mentioned computer programs as protected by copyright law.⁷⁸⁵ Federal copyright law automatically protects software from the moment it is created. Under Title 17, the Copyright Act gives the owner of the copyright “the exclusive right” to “reproduce the copyrighted work” and to “distribute copies” of the work (§ 106 of the *U.S. Code*). Section 501 states that “anyone who violates any of the exclusive rights of the copyright owner . . . is an infringer of the copyright.” Severe penalties for copyright violations are established in this section as well.⁷⁸⁶

The theft of software or *intellectual property* as it is sometimes called, constitutes a serious federal offense. A civil action for such a crime may result in an injunction, fines for actual damages, or statutory damages of up to \$100,000 per infraction while criminal penalties are punishable by fines up to \$250,000 and/or imprisonment up to five years.⁷⁸⁷

When a software application is purchased, typically the license (or right) to use it on *only one computer* is what is actually purchased. The software license, often called a *software license agreement*, is usually printed prominently on a sealed envelope or “shrink-wrap” covering containing the software. Software downloaded from the Internet usually displays the license agreement during installation. By breaking the seal or installing the software, the purchaser/user agrees to be bound by the terms of the software license agreement. The software publisher retains ownership of the software and the right to distribute additional copies. While it is very

⁷⁸⁴Software Publishers Association. “SPA Anti-Piracy.” *Software Use and the Law: A Guide for Individuals, Businesses, Educational Institutions, Bulletin Board Operators and User Groups. United States and Canadian Edition.* [Online July 8, 1997] Available <http://www.spa.org/piracy/sftuse.htm>, 1997.

⁷⁸⁵Ibid.

⁷⁸⁶Software Publishers Association. “SPA Anti-Piracy.” 1997.

⁷⁸⁷Business Software Alliance. *Software Piracy and U.S. Law.* [Online July 8, 1997] Available <http://www.bsa.org/piracy/piralaw.html>, n.d.

easy and inexpensive to make copies of software to “share” with others and use on many computers, one should be very careful to abide by the software license agreement to avoid breaking copyright laws.⁷⁸⁸

While the unauthorized duplication and distribution of copyrighted software is a clear violation of federal law and makes one vulnerable to lawsuits and other legal sanctions, other avenues for punishment exist as well. Individuals, organizations, businesses, or governments who pirate or use pirated software may be given notice to “pay up” and settle out-of-court or face a lawsuit. For example, the city of Philadelphia, Pennsylvania, paid \$121,000 to settle a non-adjudicated case of alleged software piracy by two city agencies against the products of three well-known computer companies. Philadelphia and the Business Software Alliance (BSA), an advocacy group representing the software industry, settled this incident which was billed as the “first public disclosure of a software piracy settlement with a government agency.” The BSA maintains a toll free software piracy hotline to solicit tips involving the use of unlicensed software.⁷⁸⁹ Similarly, another group, the Software Publishers Association (SPA), a division of the Software and Information Industry Association, has filed hundreds of actions against offending individuals and companies.⁷⁹⁰

Although some software licenses allow multiple copies to be made, most duplication is limited by the Copyright Act. The Copyright Act gives purchasers of the software license the right to load (install) the software onto a single computer and to make one backup copy “for archival purposes only” (§ 117) – often done as a safeguard in case the original media (CDs, disks, etc.) or downloaded files are damaged. Unless allowed by the software license, other uses of copies such as “sharing” them with friends or coworkers are prohibited. Any distribution of such copies is illegal and constitutes software piracy.⁷⁹¹

Unless special licensing agreements are made with permission granted from the software publisher,⁷⁹² federal law requires that separate licenses (or copies) of the software be purchased for each computer on which it is installed. Any other usage of copyrighted software is illegal and punishable – it makes no difference whether the software was downloaded from the Internet or purchased in any of the various media formats.⁷⁹³

When in doubt about a software license or its usage, contact the vendor where it was purchased or the publisher who owns the copyright. Other concerns or questions about software piracy or intellectual property copyrights may be addressed to the organizations listed below.

⁷⁸⁸It is common for businesses and governments to purchase several licenses for a particular software application and yet only receive one copy of the application. In these cases, it is legal to use this copy to install the application on as many computers as the license stipulates were purchased.

⁷⁸⁹Maria Seminerio. “Philly settles software piracy case.” *ZDNet News*. [Online through The PointCast Network] July 2, 1997.

⁷⁹⁰Software Publishers Association. “SPA Anti-Piracy.” 1997.

⁷⁹¹*Ibid*.

⁷⁹²Examples include site licenses, concurrent use agreements, and special network versions.

⁷⁹³Software Publishers Association. “SPA Anti-Piracy.” 1997.

<p>Business Software Alliance (BSA) 1150 18th Street, N.W., Suite 700 Washington, D.C. 20036</p> <p>888-NO-PIRACY (toll free) 202-872-5500 202-872-5501 (fax) www.bsa.org software@bsa.org</p>	<p>Software and Information Industry Association SPA Anti-Piracy Division 1090 Vermont Ave., NW, Sixth Floor Washington, DC 20005</p> <p>800-388-7478 (toll free) 202-289-7442 202-289-7097 (fax) www.siiia.net</p>
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A GLOSSARY OF INFORMATION TECHNOLOGY TERMS

Since there are so many new terms being developed to describe computers and information technology, it can get confusing keeping up with the acronyms and technical jargon. The following glossary is included as a tool for local government officials to aid in deciphering some of the most common technical words and expressions relating to the Internet today:

- 403 A web error code indicating that the access to the requested resource (usually web page) is forbidden since the one requesting it does not have the privileges needed to access it.
- 404 A commonly-seen web error code where the server reports to the web browser that it cannot find the web page being requested (often because it was moved or deleted). *See also* Server and Web browser.
- 503 A web error code indicating that the server is unable to process the request due to being too busy or some other problem on the Internet. When encountering this error code, it is best to wait a few minutes and then try again. *See also* Server and Internet.
- Active X A technology developed by Microsoft to compete with Sun Microsystem's Java programming language. It is a self-sufficient application that can be downloaded from the Internet by web browsers and run on personal computers using Windows and Macintosh operating systems. *See also* Java, Web browser, and OS.
- Adobe Acrobat A software application that allows complex documents to be created, viewed, and distributed on the Internet while still retaining their original formatting and look. Requires the Adobe Acrobat Reader "plug-in" to view the document in a web browser. Acrobat documents are often identified as *.pdf files*. *See also* Plug-in and Web browser.
- Analog Refers to a system of values based on a continuous scale with an infinite number of increments. For example, an analog watch has hands. When the second hand completes one revolution, it covers the entire area represented by one minute. While each segment of the minute can be represented as a fraction, it is difficult to determine precisely how much. On the other hand, a digital watch has no hands and only measures precise increments (seconds, tenths of a second, etc.) and cannot be used to determine the distance between increments. However, this type of watch

makes it is easy to precisely record time increments. *Compare with Digital. See also Modem.*

Applet	A small Java-language computer program that is embedded in a web page so that it can run on the computer that downloaded the web page. <i>See also Java.</i>
ARPANet	Advanced Research Projects Agency Network: The forerunner of the Internet that was developed in the late 1960s and early 1970s by the U.S. Department of Defense in an effort to develop a computer network that could survive a nuclear assault.
ASCII	American Standard Code for Information Interchange: Pronounced “as-key,” these plain text characters make up the world-wide standard for the 128 code numbers (7 digit numbers ranging from 0000000 through 1111111) that are used by computers to represent all the upper and lower-case Arabic letters, numbers, and punctuation.
Attachment	Any file linked to an e-mail message. <i>See also MIME.</i>
Bandwidth	Usually measured in bits-per-second, it refers to how much data can be transported through a connection such as a telephone line or cable connection. <i>See also Bit.</i>
Baud	A measurement of the speed of data transmission per second (such as through a modem) that was commonly used until the more accurate term <i>bps</i> (bits per second) replaced it. <i>See also Bps and Modem.</i>
Bit	The smallest piece of computer data consisting of either a single <i>one</i> or <i>zero</i> .
Bookmark	A web address (URL) that has been saved by the web browser to a special file so a user can quickly access the site again without having to remember or retype the address. Often called Favorites. <i>See also URL and Web browser.</i>
Bot	Short for robot, it is basically any type of automated software.
Bps	Bits-Per-Second: A measure of how many single basic units (bits) of data that can be transported (such as through a modem) in one second. <i>See also Bit and Modem.</i>
Browser	<i>See Web browser.</i>
BTW	A shorthand expression often used in e-mail, chat, and newsgroups that means “by the way.” <i>See also E-mail, Chat, and Newsgroup.</i>
Bug	A problem or glitch in a piece of computer hardware or software that makes it not work properly.
Byte	The set of bits, usually eight, that represents a single number, letter, or character. <i>See also Bit.</i>

Cable modem	A device used to provide Internet access over cable TV networks. Typically much faster than modems that use telephone lines. <i>See also</i> Modem.
Cache	A device or method for storing information such as previously visited web pages so that it can be quickly accessed later. There are many kinds of cache. Pronounced “cash.”
Cascading Style Sheets	A web programming technique that allow the author to control the style and layout of multiple web pages by just giving the commands once.
Chat	Real time (live) typed communication with another person or group of people (i.e. in a “chat room”) by computer. Messages or conversations typed by all parties involved are displayed on all participating individuals’ computer screens at the same time.
Chat room	A specific place or “virtual room” where live typed discussion can occur online without regard to geographic boundaries. Some chat rooms serve a single purpose or address a specific subject. Many are open to all and are accessed through a web browser. Others are private, requiring a password (and sometimes even specific software). <i>See also</i> Chat and Web browser.
Client	Computer software or hardware (e.g. the system you are using to browse the web) that is used to contact a server and accept information from it (the host). <i>See also</i> Server and Host.
Cookie	A small amount of information that is transferred from a server to the web browser of your computer as you access a particular web site. This information acts as a tool for collecting and storing specific information that might include names, user preferences, login information, or e-mail addresses of those who visit the Internet site. If that site is revisited, then the server may retrieve the cookie and the information it has collected. Cookies usually have expiration dates and are commonly used to strategically place advertisements and to allow access to certain web sites. <i>See also</i> Web browser and Server.
Crash	Experienced when the computer hardware or software “freezes” or does not respond to keyboard and/or mouse inputs. Sometimes pressing the “Control-Alternate-Delete” (Ctrl-Alt-Del) keys simultaneously will allow a recovery under Microsoft Windows systems, while other times pressing the reset button on the computer itself (may have to press the “power” button and hold for five seconds) is necessary to restart or reboot the system.
Cyberspace	A term that has come to depict the vast array of information resources available online through computer networks such as the Internet.
Digital	Refers to a system of coding numbers (digits) where all information the computer processes internally – text, data, software, etc. – is represented by a combination of the numbers one and zero. <i>Compare with</i> Analog.
Digital signature	A means to validate that an e-mail message or file actually belongs to a specific person and the message or contents have not been tampered with.

DNS	Domain Name System: The method by which “plain English” Internet addresses (URLs like <i>http://www.msstate.edu/</i>) are converted into numerical IP addresses so computers can read them and manage Internet transmissions. <i>See also</i> IP and URL.
Domain name	A unique identifier and registered URL (address) that identifies a specific Internet site. It has at least two (2) parts which are separated by a period such as <i>msstate.edu</i> . <i>See also</i> URL.
Download	To copy a file or online document from a host computer to your computer by means of FTP (often automatic on many web browsers) or some other electronic method. <i>See also</i> FTP and Host.
dpi	Dots Per Inch: A measure of the resolution (roughly equivalent to quality) in printers and scanners based on how many pixels (tiny “dots”) can fit into an inch of space. Generally speaking, the higher the number, the higher the resolution will be (i.e. the better the print or image quality).
DSL	Digital Subscriber Line: Working somewhat like a leased line, it allows a specially configured ordinary copper telephone line to obtain a much faster Internet connection than available with basic telephone service. <i>See also</i> Leased line.
E-mail	Electronic Mail: Generally text messages (can also be HTML encoded for multimedia effects) that are sent by computers to and from individuals or groups of people. It has become the most widely used application on the Internet. <i>See also</i> HTML.
Emoticon	Clusters of symbols and punctuation used to communicate non-verbal cues with a keyboard. To “read” them, one must look at them sideways. Some examples include :-) for smiling or :-(for frowning and so forth. <i>See also</i> Smiley.
Encryption	A protective method to enhance security and/or privacy for electronic transmissions (especially e-mail, financial transactions, and sensitive data transfers) done by “scrambling” or encoding the message in a way that only the intended recipient (the one with the “key” to unscramble the message) can decipher and use. <i>See also</i> SSL.
FAQ	Frequently Asked Questions: A document file that lists the most commonly asked questions and their answers about a particular subject or topic.
Favorites	<i>See</i> Bookmark.
Firewall	A special arrangement of hardware and/or software that for security purposes isolates an individual computer or a computer network from outside vulnerabilities. <i>See also</i> Network.
Flame	Can be used as a noun or verb to describe a heated and usually blistering personal attack done online (and often in a public forum such as a news-group). A response to a flame often incites a “flame war” as tensions

escalate and others join the fray. *See also* Chat, Netiquette, and Newsgroup.

Frame	Allows information displayed in a web browser to be divided into several different “windows” with separate viewing panes, often with scroll bars to view more within each frame. Viewing a web page using frames requires a frames-compatible web browser. <i>See also</i> Web browser.
Freeware	Copyrighted software that the author has given permission to download, share, and distribute without payment. However, it cannot be sold or modified in any way.
FTP	File Transfer Protocol: This is the standard used on the Internet for downloading or copying files between Internet sites or to a personal computer.
GIF	Graphic Interchange Format: A standard format used to store image files, particularly simple ones without much detail. GIF files are usually distinguished by a <i>.gif</i> filename extension. Usually pronounced “jif.” <i>Compare with</i> JPEG.
Gigabyte	A measure equal to 1,000 megabytes or exactly 1,073,741,824 bytes. <i>See also</i> Megabyte, Kilobyte, and Byte.
GUI	Graphical User Interface: A means for users to interact with their computers through icons and a pointing device such as a mouse instead of by simply typing text at a command line as in MS-DOS and Unix. Popular GUIs include Microsoft Windows and the Mac OS. <i>See also</i> OS.
Hit	A single request from a web browser to a server for a single item such as a web page or a web graphic. <i>See also</i> Web browser and Server.
Homepage or Home Page	The main or default web page among a collection of pages for a particular domain name.
Host	A computer or computer network that serves other computers and to which you can connect on the Internet. <i>See also</i> Server.
HTML	HyperText Markup Language: The English-based formatting commands used to write and specify how to display web pages with hypertext and other links in a web browser. <i>See also</i> Markup language.
HTTP	HyperText Transfer Protocol: The data link or protocol that directs the web browser to a specific site (domain name) and transmits hypertext web information, text, or multimedia data back to the user.
Hyperlink	A specially encoded image (graphic) or text (often underlined) that provides a link to another web location or file. <i>See also</i> Link.
Hypertext	A specially encoded word or series of text (often underlined) that provides a link to another document, file, or web location. <i>See also</i> Hyperlink and Link.
Icon	A small picture or image used to represents a function, an object, or

something else in a software application or a web page.

Image Map	A graphic on a web page that is set up with zones that can be “triggered” and activated by clicking. Once activated, these zones connect or hyperlink the user to another location. <i>See also</i> Hyperlink.
IMHO	A shorthand expression often used in e-mail, chat, and newsgroups that means “in my humble opinion.” <i>See also</i> E-mail, Chat, and Newsgroup.
Information Superhighway	A term popularized by former Vice President Al Gore to describe the vast array of information available online through the Internet.
Instant Messaging (IM)	A way for two users to type messages to each other back and forth in real time over the Internet. Popular IM applications are available through Yahoo, AOL, Microsoft, and ICQ.
Intellectual property	A product of the mind that has commercial value. It can be copyrighted and includes such things as music, software applications, literature, and art. In reference to computer software, the creator of a computer program owns the rights to the use and distribution of that program. Unauthorized copying or use is illegal under federal copyright law since software is considered a form of literary expression. <i>See also</i> Software license agreement and Software piracy.
Internet	An enormous, worldwide collection of inter-connected computer networks all using the TCP/IP communication protocol. It is an outgrowth of the ARPANet of the late 1960s and early 1970s. <i>See also</i> ARPANet and TCP/IP.
Intranet	A private (restricted-access) internal network that uses the same kind of communication protocols and software as is used to access the Internet. Often used by larger corporations. <i>See also</i> Internet.
IP	Internet Protocol: The global system of standards and numerical coding necessary for the Internet to function properly and transmit data accurately.
IP Address or IP Number	A unique address made up of a four part number separated by periods and sometimes called a “dotted quad” that is assigned to every single computer or device on the Internet. For example, 192.208.138.255 is an IP address. An IP address is in effect a personal identification number for a machine. <i>See also</i> IP.
ISP	Internet Service Provider: A company or institution that serves as a linkage point for Internet access. ISPs are usually fee-based, often use a dial-up or cable modem connection, and frequently offer other Internet services such as web page authoring, enhanced e-mail access, and web hosting. <i>See also</i> Modem.
Java	A programming language developed by Sun Microsystems that works on many different kinds of computers and is frequently used on the Internet for adding animation and other interactive functions to web pages. Small Java applications (called applets) can be encoded into the web page to

	“play back” on any web-enabled and Java-ready computer system. <i>See also</i> Applet.
JavaScript	A Java-based programming script designed by Sun Microsystems and Netscape Communications Corporation that can be added to HTML web pages to provide enhanced features and interactive functions. <i>See also</i> HTML and Java.
JPEG	Joint Photographic Experts Group: A common standard format used to store image files, particularly detailed images like photographs. JPEG files are usually distinguished by a <i>.jpg</i> filename extension. Pronounced “J-Peg.” <i>Compare with</i> GIF.
Kilobyte	A unit of computer memory or data storage capacity equal to 1,024 bytes. <i>See also</i> Byte.
LAN	Local Area Network: A type of computer network limited to a group of computers within close proximity (less than 500 yards) such as an office or small company. <i>See also</i> Network. <i>Compare with</i> Intranet.
Leased line	A high speed telephone line that is rented for exclusive use.
Link	A hypertext word or phrase or a hyperlinked graphic that if clicked once with the mouse will connect or “jump” the user to another web file or location as directed by the hypertext or hyperlink code. <i>See also</i> Hypertext and Hyperlink.
Linux	An open source operating system (OS) much like Unix but for personal computers. It was originally written by Linus Torvalds and is freely distributed and used worldwide. Pronounced “lih-nucks.” <i>See also</i> OS and open source.
Login	The non-secret name (not the password) that is used to access an account on a computer system or network. Also refers to the process of entering a computer system or network. <i>See also</i> Password and Network.
LOL	A shorthand term meaning “laugh out loud” that is often used in chat to show appreciation of something witty that was previously posted. <i>See also</i> Chat and ROFL.
Macro	A sequence of special commands used to automate complex or repetitive sequences and commonly used in word processing and spreadsheet applications. Macros typically perform pre-determined keystrokes, mouse actions, and menu commands.
MAPI	Messaging Application Programming Interface: Developed by Microsoft and other companies to enable Windows applications to access a variety of e-mail and related messaging systems. Pronounced “mappy.”
Markup language	A text-based coding system or set of symbols and rules used to structure, index, and link text files on the web. Examples include HTML and XML. <i>See also</i> HTML and XML.

Megabyte	A unit of computer memory or data storage capacity equal to 1,024 kilobytes or exactly 1,048,576 bytes. <i>See also</i> Kilobyte and Byte.
MIME	Multipurpose Internet Mail Extensions: The standard that is often used to send and receive non-text files as attachments in e-mail. The non-text file such as a video or audio file or a software application file has to be first encoded (converted to text that is usually unreadable) before it is sent and then decoded (converted from text back to its original format) when it is received so it can pass through standardized Internet e-mail messages. <i>See also</i> E-mail.
Modem	MOdulator, DEModulator: A hardware device or interface that allows computers to connect and transmit data to each other through conventional telephone systems. A modem converts a computer's digital data into different tones (sounds), signals, and complex mathematical formulas on the sending end and the modem on the receiving computer converts these tones, signals, and formulas back into digital data. Thus a modem makes it possible for the computer's digital system to use analog telephone lines to connect to other digital systems. <i>See also</i> Analog and Digital.
Multimedia	Containing several different forms of media such as sound, video, graphics, and text in a single entity.
Netiquette	From combining the words <i>net</i> and <i>etiquette</i> , it refers to a system of manners that defines what is proper and acceptable for online users, particularly those of newsgroups, chat, and e-mail. <i>See also</i> Chat, E-mail, Flame, and Newsgroup.
Netizen	From combining the words <i>net</i> and <i>citizen</i> , it denotes an individual who is responsible and knowledgeable of the Internet. <i>See also</i> Internet.
Network	Two or more computers connected together in a way that they can share resources.
Newsgroup	An informal discussion group formed around a common interest or topic. Members can post and review e-mail-like messages (using special news-reader software) that are automatically available to all group members. It can be likened to a bulletin board but on a worldwide scale.
Node	A single computer connected to any computer network. <i>See also</i> Network.
Open Source	Generally refers to any computer program whose programming code (source code) is freely made available for use. Often such programs are the result of broad public collaboration. (Most commercial or proprietary software makers usually do not make the source code available to users and only license the use of the application.) Popular examples include the Linux OS, the Mozilla web browser, and the MySQL database. <i>See also</i> source code, Linux, OS, and web browser.
OS	Operating System: The main software that must first be loaded or booted up to allow the computer to use other software applications such as a word

processor, spreadsheet, or game. OS examples include Microsoft Windows 98 and Windows XP, Linux, Mac OS X, and Unix.

Password	A secret code used to gain access to a restricted or protected (locked) system. A good password is easy for you to remember, difficult for anyone else to guess, and not actually a real word. When possible, it should contain letters (a mixture of capital and lowercase are even better) and numbers. Using keyboard symbols when possible makes it even more powerful. For example, something like <i>34xiwT5&</i> might be a good password if you can remember it. <i>See also</i> Login.
Patch	Software that is designed to correct a bug or problem or to make improvements to another software application. It must be installed “over” the flawed software.
Plug-in	A software application that may be added to a larger application to extend or add additional features or functions. For example, there are many plug-ins that allow web browsers to perform other specialized or enhanced functions. <i>See also</i> Web browser and Adobe Acrobat.
POP	Post Office Protocol: A standardized method for downloading e-mail from a server. <i>See also</i> Protocol, Download, E-mail, and Server.
Portal	A web site, usually commercially-oriented and featuring web services like search engines, “free” (advertiser supported) e-mail, special news, etc., that seeks to be an “on ramp” to the “Information Superhighway.” <i>See also</i> Search engine, E-mail, and Information Superhighway.
Protocol	A set of globally accepted standards or technical rules used for a specific electronic function such as communication between computers.
Public domain	Software that has no copyright restrictions or licensing fees. It can be freely distributed, copied, shared, and so forth. <i>Compare with</i> Freeware and Shareware.
ROFL	A shorthand term meaning “roll on the floor laughing” that is often used in chat to show enthusiastic appreciation of something witty that was previously posted. <i>See also</i> Chat and LOL.
Router	A special computer or software application located between two or more networks that “reads” the addresses on data packets and directs (routes) it to the proper path. <i>See also</i> Network.
Search engine	A web tool for finding specific Internet information matching the desired characteristics or topics.
Server	The host computer or software application that provides information to an Internet user’s computer. <i>See also</i> Host.
Shareware	Copyrighted software that is marketed as “try before you buy.” It is usually distributed via the Internet and downloaded by potential users who are honor-bound to pay for it if they use it beyond the specified free trial period. Some shareware has certain key features removed to encourage

buyers to purchase the fully functional version after the trial period has expired. *See also* Freeware and Public domain.

Shopping Cart	Special software that handles the financial transactions in retail web sites. Typically, this software collects customer information such as names; billing, shipping and e-mail addresses; items and quantity being purchased; and credit card or payment information. A receipt is usually e-mailed following the transaction.
Shout	To, in effect, “raise one’s voice” by using all capital letters in newsgroup posts, e-mail, or other online communications. According to netiquette, all capital letters should only be used when one is intending to shout. <i>See also</i> Chat, E-mail, Netiquette, and Newsgroup.
Smiley	A way to interject nonverbal cues or expressions into e-mail and online messages using letters and keyboard symbols. For example, :-) or :-(when viewed “sideways” represents a smile face and a frown, respectively. <i>See also</i> Emoticon.
SMTP	Simple Mail Transfer Protocol: Standard used to send and receive e-mail on the Internet. <i>See also</i> Protocol, E-mail, and Internet.
Software license agreement	A legal arrangement between the software copyright owner and the purchaser that stipulates the terms of usage that will be allowed for that software. Since the purchaser does not actually buy the software but instead buys a license to use a copy of the software, the purchaser is bound to follow this arrangement. <i>See also</i> Intellectual property and Software piracy.
Software Piracy	The illegal and unauthorized copying, distribution, or use of a computer program in a manner prohibited by copyright law or the software license agreement. <i>See also</i> Software license agreement.
Source code	Refers to the work or text commands (programming statements or set of instructions) that a programmer writes in developing a software application.
Spam	To send unwanted, inappropriate, or otherwise “junk” e-mail messages to individuals or often in bulk to groups. <i>See also</i> Newsgroup and Netiquette.
Spider	Sometimes called a web spider or simply a bot, this type of robot software explores web sites and follows their hyperlinks. The spider uses such exploration activities to create catalogs for use by search engines. <i>See also</i> Bot, Hyperlinks, and Search engine.
SSL	Secure Sockets Layer: A protocol developed by Netscape Communications Corporation to enable encrypted, authenticated transmissions to occur on the Internet. It is typically used in web communication that requires a high level of security, such as online business transactions, credit card purchases, and other sensitive transactions. <i>See also</i> Encryption.

Surf	Similar to quickly flipping channels on the television, it refers to the pursuit of “interesting stuff” on Internet; commonly referred to as “surfing the web.”
TCP/IP	Transmission Control Protocol/Internet Protocol: The main set of protocols that defines the Internet, ensures data accuracy, and enables connectivity to every operating system (OS) that implements this protocol. <i>See also</i> OS and IP.
Telnet	A set of user commands and a protocol for remotely accessing computers. Often used as a verb meaning to connect remotely. <i>See also</i> Protocol.
Terabyte	A unit of computer memory or data storage capacity equal to 1,024 gigabytes or approximately 1.1 trillion bytes (exactly 1,099,511,627,776 bytes). <i>See also</i> Gigabyte and Byte.
URL	Uniform Resource Locator: A standard way to address all Internet sites for FTP, the web, and other Internet applications. For example, the URL for accessing the Mississippi State University web site is <i>http://www.msstate.edu/</i> . <i>See also</i> FTP.
User interface	<i>See</i> GUI.
USB	Universal Serial Bus: A standardized port for simultaneously connecting many digital devices such as a mouse, keyboard, scanner, camera, and joystick to a computer and being able to use them all at once.
Uuencode/ Uudecode	Unix-to-Unix encoding: A popular software tool for encoding and decoding files for exchanging among computer network users. Many popular e-mail applications also provide it as a file attachment alternative to MIME. <i>See also</i> E-mail and MIME.
Virus	An application or series of commands (such as a macro) intentionally written to control another computer without the user’s consent. A virus often copies itself and sends these copies to others while it inflicts damage to the computers it infects. Damage includes things such as deleting files, posting annoying messages, draining resources, or destroying the computer’s internal records. These programs are often created to hide within another harmless-looking program or as e-mail attachments so they can perform the author’s malicious purpose.
Web browser	A software application such as Netscape Navigator or Microsoft Internet Explorer that allows users to navigate the web and access various Internet resources.
Webmaster	The person in charge of managing a web site. Sometimes called an Internet Systems Administrator.
WYSIWYG	An acronym that stands for <i>What You See Is What You Get</i> . Pronounced “wiz-E-wig,” it refers to software that makes the layout or formatting on your computer screen correspond to the way it will look on paper when printed.

World Wide Web	Sometimes called WWW, W3, but usually just “the web,” it is a global system of multimedia documents and resources linked through hypertext and other hyperlink connections. It is part of the Internet and is accessed through a web browser. <i>See also</i> Hypertext, Hyperlink, and Web browser.
XML	Extensible Markup Language: A system for defining specialized markup languages used to transmit specially formatted data. It is related to HTML but is not a true markup language – it is instead a language used to create other specialized languages. <i>Compare with</i> HTML. <i>See also</i> Markup language.
Zip file	A computer file that has been “compressed” to make it smaller and faster to download. An unzipping utility (software applications like PKZIP, WinZip, MacZip, or UnZip) is required to decompress such a file before it can be used. Most zipped files have a <i>.zip</i> filename extension.

APPENDIX 8

THE STATE AID ROAD PROGRAM

J. Brooks Miller, Sr.

In addition to county funds, there are two sources of funding available to the counties for the construction, reconstruction, and/or maintenance of the system of roads under the jurisdiction of the county boards of supervisors. These additional funding sources are the State of Mississippi and the federal government. These funds are administered by the Office of State Aid Road Construction.

State Aid Road Funds are made available to the counties through the state legislature. At present, the eighty-two (82) counties receive a minimum of fifty-one million dollars (\$51,000,000), which is distributed to the counties according to a formula approved by the legislature. These funds may be used for the construction, reconstruction, and/or maintenance of any road in a county which has been approved by the State Aid Engineer as part of the State Aid Road System for that county. The maximum number of miles each county may designate to be on the State Aid System has been set by the legislature.

Road and bridge projects are “programmed” by the board on a form furnished by the State Aid Engineer and are limited by the funds made available to the county. State Aid funds may be used to fund one hundred percent (100%) of the cost of the contract and engineering. Under certain conditions, State Aid law allows a county to make use of the funds available for a four year term by advancing credits to use anticipated revenues. This feature of State Aid law gives the board more flexibility in planning road and bridge projects in the county. Once a project has been approved by the State Aid Engineer, the plans and specifications will be prepared by the counties’ engineer in accordance with the rules and regulations adopted by the Office of State Aid Road Construction.

LOCAL SYSTEM ROAD PROGRAM

The legislature enacted the Local System Road Program (LSRP) in 2001. This program allows the counties to utilize up to twenty-five percent (25%) of their allocated State Aid funds to address the problem of sub-standard roads not eligible for the original State Aid Road Program. Projects constructed under this program must conform to the same rules and regulations that apply to State Aid projects.

LOCAL SYSTEM BRIDGE PROGRAM

In 1994, the legislature made available to the counties twenty-five million dollars (\$25,000,000) a year to address the problem of deficient bridges on roads where, aside from county funds, no other source of funding was available. This is known as the Local System Bridge Program (LSBP). The funding is distributed to each of the eighty-two (82) counties according to a formula designated by the legislature, and may be used to fund one hundred percent (100%) of the contract cost and engineering on approved projects. The same rules and regulations that apply to State Aid projects apply to LSBP projects. This type of program meets a very definite need of counties and was renewed for eight years by the 1999 Legislature at twenty million dollars (\$20,000,000) per year.

For additional information about State Aid, please visit our web site at:
<http://www.osarc.state.ms.us>

BRIDGE REPLACEMENT AND SURFACE TRANSPORTATION PLAN FUNDS

The United States Department of Transportation makes federal revenues for the construction and reconstruction of various systems of roads available to each state. Approximately twenty million dollars (\$20,000,000) of these funds are made available to the eighty-two (82) counties in Mississippi each year. These funds are named Bridge Replacement (BR) Funds and Surface Transportation Plan (STP) Funds. BR funds are made available based on a project's necessity, rather than distributed according to a formula. STP funds are distributed to the counties in accordance with the same formula as State Aid funds.

In 2003, State Aid, working with the Governor's Office, the Mississippi Association of Supervisors, MDOT, FHWA and the Mississippi Development Bank (MDB) developed a program whereby thirty-five million dollars (\$35,000,000) would be made available, via a loan from the MDB, to fund "on-the-shelf" BR projects. This loan will be repaid from State Aid's allocation of annual BR funds.

FEDERAL HIGHWAY ADMINISTRATION

The agency responsible for the administration of federal highway programs is the Federal Highway Administration (FHWA). FHWA is limited to distributing highway funds to one state agency, the Mississippi Department of Transportation (MDOT). All federal funds available to the counties must be designated by the Transportation Commission of MDOT. At present, FHWA's level of participation in a contract is eighty percent (80%). The remaining twenty percent (20%) is to be financed with local funds (state or county funds). FHWA "authorizes" the use of federal funds only when certain regulations are complied with concerning locations, right-of-way acquisition, environmental considerations, and geometric design guidelines.

FHWA PROJECT FUNDING

Other federal funds are available through FHWA on a project by project application. The Appalachian Regional Commission (ARC) makes road construction funds available to certain counties in the northeast section of Mississippi. Access for Highway to Lakes (AHL) funds have been made available to several counties through Congress. The level of participation by FHWA varies; it can be as much as one hundred percent (100%), depending on the approved application.

REGULATIONS

In the use of state or federal funds available to the counties through the Office of State Aid Road Construction, the following regulations apply:

1. The programs, plans, and specifications must be prepared by a registered professional engineer employed by the county and approved by the State Aid Engineer.
2. Contract specifications will be those approved and adopted by the Office of State Aid Road Construction.
3. Satisfactory maintenance of the projects completed using state or federal funds will be the responsibility of the board of supervisors of the county in which the funds were expended. There are state and federal funds available to the counties that may be used for certain maintenance work; however, the *responsibility* for the maintenance is that of the board of supervisors.

APPENDIX 9

ENVIRONMENTAL ISSUES IMPORTANT TO COUNTIES

Joel Yelverton

Although not traditionally thought of as a major area of concern for county supervisors, more and more boards are being forced to deal with numerous environmental issues. From the management of solid waste to providing drinking water, the role of county boards of supervisors has increased to the point where many decisions concerning these and other important environmental issues has become a primary duty. What follows is a brief discussion of various environmental issues and what role boards have in dealing with these issues. This is not meant to be a detailed explanation of all actions that must be taken by the board but rather a thumbnail sketch of issues that supervisors will likely confront during their term of office. Throughout the discussion is a list of contacts that can provide additional information.

AIR QUALITY

The Law – Passed by Congress in 1970 and signed by President Nixon, the Clean Air Act was expanded, with its central public health approach reaffirmed, under Presidents Carter and Bush. The latest amendments to the Act require the EPA to review public health standards for six major air pollutants every five years. The EPA is then to update standards, if necessary, to “protect public health with an adequate margin of safety,” based on the latest, best-available science. However, the EPA is to consider only the public health, and not costs of compliance, when setting air quality standards. Cost considerations are to be considered during the implementation phase. In devising the implementation package, EPA has been sensitive to the costs of these updated standards.

Current Status – Although supervisors will not be responsible for the direct implementation of this Act, its implementation could have an impact in certain counties. The Federal courts have now cleared the National Ambient Air Quality Standards for ozone and particulate matter and they are now in effect. The schedule for ozone attainment/non-attainment designations includes State recommendations by July 15, 2003, based on 2000-2002 ozone air quality data, and EPA final designations by April 15, 2004, based on 2001-2003 ozone air quality data. The Governor recommended only DeSoto County be designated non-attainment and that it not be considered a part of the Memphis non-attainment area as EPA is inclined. Also, DeSoto County and DEQ have entered into a reversible Early Action Compact with the City of Memphis; Crittendon County, Arkansas; Shelby, Tipton, and Fayette Counties, TN; the State of Tennessee; the State of Arkansas; and EPA to implement air pollution controls and attain the ozone standard earlier than required by Federal Law in exchange for delaying the draconian New Source Offset and Transportation Conformity requirements that typically accompany a non-attainment designation. The rest of the state attained the standard during 2000-2002 and is considered attainment for now. 2003 data could possibly change DeSoto County to attainment, but that is not likely. 2003 data could also change any of the Coast counties and Lee County to nonattainment.

WATER QUALITY

“The availability of clean, safe drinking water is critical to the continued growth and prosperity of the state and every local government.”

Most people would probably agree with the above statement. However, most people would never think about what it takes to ensure that the public’s water supply is maintained. Because

of increased demand for water and certain pollution threats, there is a potential water supply crisis. In recognition of the increasing threats to the water sources, as well as public health, safety, and welfare, Congress made protection of water sources a critical component of the 1996 amendments to the Safe Drinking Water Act. In response, the EPA has required every state to develop a program for the assessment of potential threats to its water sources.

A technical and citizens advisory group, including local government representation, has been established to provide the Mississippi Department of Environmental Quality (MDEQ) with input during the development and implementation of Mississippi's plan. Although the responsibility for conducting the assessment will be handled at the state level, implementing protection measures may fall under the purview of local government. In most instances local leadership in protecting our water resources makes the most sense. The management and protection of our water resources in a comprehensive and cooperative manner not only makes for effective and efficient use of our funds and resources but ensures that generations to come will enjoy the same abundant, clean water we do.

In July 2000, the Mississippi Association of Supervisors (MAS) was recognized for their efforts in assisting Mississippi's rural water systems with increasing service quality. For its accomplishments, MAS was presented with the Vice-President's prestigious Hammer Award, which was given to the Association by Lieutenant Governor Amy Tuck at the Awards Luncheon held as part of that year's Annual Convention.

This award was presented to MAS for their efforts to foster better relationships between water districts, rural water associations and state and local agencies through the Small Systems Peer Review Team. Small water systems, those serving less than 2,500 people, experience difficulty in complying with the Safe Drinking Water Act because of its complexity and the lack of resources rural systems have to meet regulations. Small systems make up about two-thirds of all the water systems in the US. These systems suffer from excessive turnover in personnel and inadequate training. The Small System Peer Review Team, the creation of which was spearheaded by MAS, is designed to improve the quality of drinking water by assisting small and rural water systems in these areas of inadequacy. This team is coordinated by the Mississippi State University Extension Service and serves both private water associations and small municipalities. Remarkable results have been demonstrated and compliance rates in these states have climbed considerably.

Mississippi's Small System Peer Review Team serves to protect health, increase compliance with federal and state drinking water regulations, and improve the quality of drinking water for small communities. The team provides a means to address the significant managerial, financial, and technical hurdles facing small communities in rural America in providing adequate and safe drinking water

STORM WATER REGULATIONS

The United States Environmental Protection Agency (USEPA) Phase II Storm Water Rule is the next step to help preserve, protect, and improve our water resources from polluted storm water runoff. What must Mississippi counties do to be in compliance with these regulations that went into effect on March 10, 2003? The following is a brief explanation of the counties' responsibility.

The Phase II regulations break the counties in Mississippi into two groups. The first group is a relatively small number that are regulated because of their higher populations. These counties are DeSoto, Madison, Rankin, Hinds, Forrest, Lamar, Hancock, Harrison, and Jackson. These counties have developed a comprehensive storm water management program and will spend the

next five years implementing their programs. The next group, the rest of the counties in Mississippi, is also included in Phase II, but not in the comprehensive way these nine (9) counties are.

Before the Storm Water Phase I program started Congress passed a bill that delayed storm water permitting for counties with populations less than 100,000 (except for airports, power plants and uncontrolled sanitary landfills). All the counties in Mississippi had this exemption. **Phase II ended this exemption on March 10, 2003.** What does that mean? It means that all counties will have to obtain permit coverage for certain types of construction and industrial activities that they own or operate.

Many construction activities performed by or for the county will require coverage under one of MDEQ's Construction Storm Water General Permits. Construction activities include clearing, grading, excavation and other land disturbing activities. Phase II also reduced the regulatory threshold from five (5) acres to one (1) acre. During Phase I the construction of schools, new roads, civic centers, recreational areas, industrial parks, etc. were exempt. The county must now get permit coverage for these type activities.

The permit that covers construction activities that disturb five (5) acres or greater is designated the Large Construction General Permit. The permit that covers one (1) to five (5) acres is designated the Small Construction General Permit. It is important to note that Small Construction General Permits do not require submittals to MDEQ unless specifically requested.

MDEQ has been asked a lot of questions about construction activities, especially when it comes to ditch and road maintenance. The main question has been, "does a county have to get permit coverage every time shoulder work, dirt road grading, or ditch clean-out is done that disturbs an acre or greater?" The answer is no. MDEQ does not consider construction activity to include routine maintenance performed to maintain the original line and grade, hydraulic capacity, or original purpose of the facility. Therefore, much of the land disturbance associated with maintenance will not require permit coverage.

Regulated industrial activities that a county may own or operate will require coverage under MDEQ's Baseline Industrial General Permit. Certain types of industrial activities have been deemed by EPA to have a high pollutant potential. There is a list of these regulated activities on our web site. Some examples of industrial activities counties may be operating are sewage treatment plants with a design flow one million (1,000,000) gallons per day or greater, recycling facilities, sand and gravel mining sites, and Class I Rubbish sites. Airports, power plants, and uncontrolled sanitary landfills have always required permit coverage and there are several counties that have Baseline coverage for their airports.

MDEQ has developed guidance and resource aid to help regulated entities access storm water information. The help is found on the MDEQ web site at <http://www.deq.state.ms.us>. If you have any problems getting to the site or have any questions on what you see, call Jim Morris at 601/961-5151 or Kenneth LaFleur at 601/961-5192.

SOLID WASTE

The management of solid waste in recent years has become a difficult, and many times controversial, matter. Solid waste includes household garbage, rubbish, commercial and industrial non-hazardous wastes. In the 1980's, most counties had one or more landfills which provided a relatively inexpensive means for disposal. In 1992, the EPA adopted federal regulations for landfills which established much more stringent standards for landfills and resulted in the closure of the majority of the existing landfills in Mississippi.

Recognizing the rapid changes occurring with solid waste management in Mississippi and nationally, the state legislature adopted several laws to help supervisors address these issues. Probably the most important statute adopted was the Solid Waste Planning Act that required all counties to develop a comprehensive 20-year plan. Each plan should include an evaluation of current and anticipated future waste generation rates, a waste reduction and recycling plan to comply with the statutory goal of achieving twenty-five percent (25%) waste reduction, an assessment of existing management facilities (landfills, rubbish sites, transfer stations, etc.), and the need for additional or future facilities. Some counties chose to address this requirement by working together and developing a regional plan.

Currently, all counties are covered under a plan approved by the Commission on Environmental Quality (Commission). *Supervisors have a responsibility to implement and maintain these plans.* Periodic updates of these plans will be required on a frequency determined by the Commission. In addition, the counties often identify a need to amend the plan to address changes that have occurred since the initial adoption of the solid waste management. When a major amendment is proposed, such as the addition of a new solid waste management facility, a procedure must be followed which includes the publication of a public notice and conducting a public hearing to receive input from the public. Proposed amendments must be submitted to the MDEQ for approval. *These plans are intended to provide guidance to current and future supervisors concerning solid waste management.* The plans also provide the supervisors control over whether or not new facilities are allowed, the location of any new facilities and the service area of any new facilities. Information pertaining to plan updates and the procedures for amending plans may be obtained by contacting the Solid Waste Branch of the MDEQ. **(See chart on environmental grants to obtain information about the availability of solid waste planning grants.)**

Another important solid waste law adopted in 1991 requires county supervisors to provide for the collection and disposal of garbage and the disposal of rubbish (tree leaves, limbs, construction and demolition debris and other relatively inert waste streams). Supervisors are allowed to provide such services themselves or by contract with private companies or other controlling agencies. Contracts for collection and transportation may be for a term as long as six (6) years while contracts for disposal may be as long as thirty (30) years. Many supervisors have found that rubbish disposal sites, either publicly or privately owned, offer a cost-effective means of managing rubbish waste. Information pertaining to the permitting requirements for rubbish disposal sites may be obtained by contacting the Solid Waste Branch of the MDEQ.

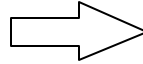
GRANT PROGRAMS

To promote its mission of protecting Mississippi's environment, MDEQ offers the following assistance grants for projects involving certain solid waste management and recycling activities and provides other assistance for abatement of certain solid waste problems. For more detailed information regarding environmental grants and other assistance programs, contact Mississippi Department of Environmental Quality, Office of Pollution Control, P.O. Box 10385, Jackson, MS 39289-0385 or call 601-961-5171.

SOLID WASTE ASSISTANCE GRANTS

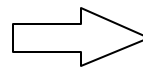
Use grant monies for:

- Illegal dumping clean-up,
- Collection sites for recycling programs,
- Local solid waste enforcement officer,
- Programs to prevent illegal dumping and education



Non-Competitive County Grants

Each county may apply for a grant amount allocated on state-aid road mileage formula



Competitive Local Government Grants

Who can apply?

Cities, counties, regional solid waste authorities and other multi-county entities

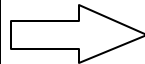
Each county may apply for a grant

WASTE TIRE COLLECTION GRANTS

Local Government Collection/Clean Up Grants

Use monies for:

- Collection sites
- Transportation costs
- Storage trailers or units
- Contractual disposal costs



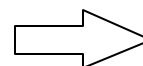
Who can apply?

- Cities with a solid waste plan
- Counties
- Regional solid waste authorities

INCENTIVE RECYCLING AND RESEARCH GRANTS

Use monies for:

- Recycling Equipment
- Support structures
- Demonstration projects



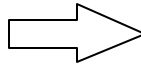
Who can apply?

- Private Research Institutions
- Private recycling companies
- Cities
- Counties
- Regional solid waste authorities

SOLID WASTE PLANNING GRANTS

Use grant monies in developing comprehensive solid waste plans for:

- Personnel/Contractual Costs
- Planning Related Travel
- Public Notice/Hearing
- Publication costs, survey costs, etc.



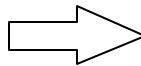
Who can apply?

- Cities
- Counties
- Regional solid waste authorities and other multi-county agencies

HOUSEHOLD HAZARDOUS WASTE (HHW) GRANTS

Use grant monies for:

- Collection and proper treatment, storage, or disposal of HHW
- Transportation costs
- Administration and dissemination of public information
- Other associated costs



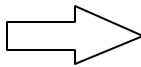
Who can apply?

- Cities
- Counties
- Regional solid waste authorities and other multi-county agencies

NONHAZARDOUS SOLID WASTE CORRECTIVE ACTION TRUST FUND

Funds can be used for:

- Emergency actions
- Preventative/corrective actions for containment release
- Monitoring and post-closure at eligible sites

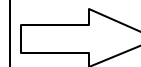


Who is eligible?

Owners of landfills that closed prior to the effective date of

WASTE TIRE ABATMENT PROGRAM

Funds can be used to clean up illegal waste



Who is eligible?

Owners of property upon which waste tires have been illegally dumped

APPENDIX 10

BASICS OF ECONOMIC DEVELOPMENT

Phil Hardwick

INTRODUCTION

Economic development is something everyone who has ever sought public office or served in public office seems to advocate. Almost every community wants it. States, including Mississippi, budget millions for it. Countless articles are written about it. Nevertheless, it seems that the concept is sometimes difficult to explain and has a mystique surrounding it.

The purpose of this section is to examine the fundamentals of economic development in general and how they relate to state and local economic development in Mississippi. The form of economic development organizations and the role of the economic developer will also be discussed.

WHAT IS ECONOMIC DEVELOPMENT?

The term “economic development” was hardly used before World War II, although the concept has been around for centuries.⁷⁹⁴ Even though everyone wants it, and even though everyone seems to know what it means, the term “economic development” is still in search of a standard definition. Here, for example, are several current definitions:

“a . . . process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services.”⁷⁹⁵

“. . . a process that leads the creation of jobs and viable communities. The process is initiated when a specific enterprise development opportunity seeks a location that can satisfy a set of critical selection criteria.”⁷⁹⁶

“. . . the growth process of developing and maintaining suitable economic, social and political environments, in which balance may be realized, increasing the wealth of the community.”⁷⁹⁷

“. . . a sustainable process of creating economic opportunity for all citizens,

⁷⁹⁴H. W. Arndt, *The History of an Idea*, (University of Chicago Press, 1989), p.69.

⁷⁹⁵*Economic Development Today: A Report to the Profession*, by American Economic Development Council (Washington D.C., 1984). (Note: AEDC was later merged with the Council for Urban Economic Development (CUED) to form the International Economic Development Council (IEDC).)

⁷⁹⁶Location/Site Selection. Available <http://www.sitelocationassistance.com/cnep.htm>

⁷⁹⁷Economic Developers Association of Alberta, Canada. Available <http://www.edaalberta.com/Aboutusfiles/DefinitionOfEconDevelop.htm>

stimulating business investment, and diversifying the public revenue.⁷⁹⁸

“ . . . an increase in real income per head.⁷⁹⁹

“ . . . a program, a group of policies, and/or activity that seeks to improve the economic well-being and quality of life for a community. Ideally, it will create and retain jobs and provide a stable tax base.”⁸⁰⁰

For purposes of this discussion, and because it is the definition offered in the basic course for Mississippi economic developers, the following definition will be used:

*Economic development is the process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services.*⁸⁰¹

In the past, economic development primarily meant recruiting new industry to the community. As the activity has become more professional and diversified, it now includes efforts to assist existing businesses in their expansion efforts and, if necessary, finding ways to keep businesses from leaving the community. Economic development is often considered to be a marketing activity.

Community development, on the other hand, is an internal community activity that is, in a sense, preparation for economic development. While economic development is primarily concerned with jobs, community development is concerned with a myriad of development activities such as schools, transportation, government and infrastructure. Some would consider economic development primarily an external effort while community development is mostly an internal activity. In any sense, they each complement each other.

In communities with well-established, successful economic and community development programs there will be organizational capacity development, community development, business development, and workforce development. Organizational capacity development refers to the ability of groups and organizations to work together to meet the economic development needs of the community. Capacity development is about partnering to develop strategies, raise funds, and work in a more efficient manner than if the organizations did things by themselves. Community development is about putting the pieces together to improve the community. Investments might include, but not be limited to, infrastructure, downtown areas, gateways, business parks, speculative buildings and/or public/private partnership opportunities. Business development involves programs that encourage business growth and investment such as business attraction, retention and expansion, tourism, and start-up and emerging businesses. Workforce

⁷⁹⁸Georgia Economic Developers Association. Available <http://www.geda.org/misc/definition>

⁷⁹⁹Gerald M. Meier, ed. and James E. Rauch ed., *Leading Issues in Economic Development*, 7th Ed. (Oxford University Press, 2000).

⁸⁰⁰*Lane County, Oregon Manual*, Section 4.105.

⁸⁰¹Ron Swager, *New South Economic Development Course* (University of Southern Mississippi).

development is concerned with partnerships between businesses, education and government that build the skills of the local workforce.

BRIEF HISTORY OF ECONOMIC DEVELOPMENT IN MISSISSIPPI

The current economic development climate in Mississippi began with the Balance Agriculture With Industry (BAWI) program passed by the legislature in 1936.⁸⁰² Governor Hugh White, former Mayor of Columbia, had been instrumental in recruiting a Chicago manufacturing company to the local community. Under what became known as the Columbia Plan, a Chicago garment manufacturer was recruited to Columbia with the promise that the land and building for the plant would be donated. In spite of much initial pessimism, the effort was a success, with 700 workers employed. Subsequently, retail sales increased 26 percent in Columbia as the state as a whole showed a 32 percent decline. In the mid-1930's only Michigan surpassed Mississippi in the percentage increase in manufacturing. By 1965, industrial employment exceeded manufacturing employment for the first time in Mississippi's history.

The name used by the state agency primarily responsible for statewide economic development reflects the change in the nature of economic development over the years. It has been designated as the Agricultural and Industrial Board, then the Department of Economic Development, Mississippi Department of Economic and Community Development, and Mississippi Development Authority.

THE SITE SELECTION PROCESS

The odds of a community landing a big economic development project are small.⁸⁰³ In recent years there have been approximately 2,500 major projects per year that create primary jobs. That sounds like a lot of opportunity until one considers that there are some 25,000 economic development organizations in the United States. Therefore, the overall odds of success for each organization are 1 in 10.

The odds change depending on location. Seventy-five percent of those projects will locate in urban areas. Now the odds change to 3 in 40 for an urban area and 1 in 40 for a rural area. Stated another way, in an urban area a new primary jobs facility will be located in the vicinity every 13 years. In a rural area, it will occur every 40 years. Ninety percent of the projects will employ less than 100 employees. Thus the odds of a major employer (more than 100 employees) locating in a particular urban area are 3 in 400, or every 133 years, and 1 in 400, or every 400 years, in a rural area.

A community can increase its odds by doing several things. It can do research and planning on its workforce, market area and strategic advantages so that it can target companies and expanding industries likely to match the community's characteristics. For example, a community in south Mississippi is going to have an easier time recruiting a lumber mill than a snowmobile manufacturer. It has nearby forests; it does not have nearby snowmobile buyers. It can also construct appropriate speculative buildings on good sites. It is very important to an expanding

⁸⁰²Mike Bunn and Clay Williams, "Capitals and Capitols: The Places and spaces of Mississippi's Seat of Government," in *Mississippi History Now*, (Mississippi Historical Society, 2003).

⁸⁰³Phil Hardwick, "Is Mississippi Beating the Odds on Economic Development?," *Mississippi Business Journal* vol.20, no.13.

company to be able to get up and running as quickly as possible. An available building shortens the start-up time.

Next, it can have financing programs in place available to the company. Relocating companies do not place much stock in a community that tells them that it will change laws to make the deal work. The laws should have already been changed and the financing incentives already in place. The community must also market itself. It cannot expect the world to seek it out. A community that does not market itself and prospect for new companies is likely to get just what it asks for — nothing.

Community attitude must be business-friendly and welcome new industry. As someone who did site selection work for several years, this writer can personally testify that a company will not go into a community that does not want it to be there. Successful communities realize that they must overcome local turf battles, racial problems and inept government if they are to compete in today's environment.

It is also important to know what companies that are expanding are looking for. A recent survey⁸⁰⁴ of corporate executives by *Area Development* magazine listed the following as the top ten selection factors:

- availability of skilled labor,
- labor costs,
- tax exemptions,
- state & local incentives,
- highway accessibility,
- corporate tax rate,
- proximity to major markets,
- occupancy or construction costs,
- energy availability and costs, and
- environmental regulations.

STRUCTURE OF AN ECONOMIC DEVELOPMENT ORGANIZATION

Size of the local community will be the major factor in determining the type of economic development organization it might have. In small, rural areas the economic development organization might be a committee of another organization. In more populated areas, it might be a county organization set up as an authority under the umbrella of county or city government. The three major considerations regarding structure of the organization are legal entity, organizational type and funding.

The legal entity should be tied to the overall strategy of the organization. For example, if the organization's mission is primarily industrial recruitment and maintenance of industrial parks then it might want to be a unit of government, such as an authority. Some organizations prefer to set up as a Section 501-C-3 or C-6, nonprofit organization. Therefore, it is best to determine the organization's mission first, and then consult with legal counsel about the appropriate legal structure.

The organization type refers to the structure of the organization itself. The boards of directors in public economic development organizations are usually appointed by elected officials. In public/private organizations, the board is made up of some public or publicly appointed

⁸⁰⁴“17th Annual Corporate Survey,” *Area Development* (December, 2002).

members and some members from private industry. Some boards are all private. Some boards are set up so that there are ex-officio positions. Again, the organization type should relate to the mission. One trend in economic development is a regional organization that combines the function of the chamber of commerce, tourism, community development and industrial recruiting into a single entity. There are also ad hoc and specially created economic development structures. For example, when a major automobile manufacturer built a plant in Alabama, a group of east-central Mississippi economic developers formed an ad hoc task force to market the region to suppliers to the facility. In the Jackson metropolitan area, several public and private organizations formed an “alliance” to recruit industry to the region.

Funding is a major factor in the success of the organization. Many public organizations are funded by designated millage or special tax. Private economic development organizations rely on membership dues, grants, loans and capital campaigns.

CHARACTERISTIC OF A SUCCESSFUL ECONOMIC DEVELOPER

While it is most desirable to hire a full-time professional economic developer, it might not be possible at the local level. The elected official just might be the de facto economic developer. Successful economic development requires a generalist with the following knowledge and special skills:

- negotiation;
- marketing/sales;
- real estate development;
- zoning and building permit requirements;
- public speaking;
- research public and private company histories;
- finance and tax incentives;
- ability to analyze competing communities;
- ability to organize and mobilize task forces;
- laws regarding tax, workers compensation, environmental, etc.;
- government and legislative process; and
- organization skills.

Most of all, a good economic developer is a good facilitator. To facilitate means to make things easier. Therefore, the economic developer is someone who makes it easier for businesses to expand or move into the community. The economic developer should be the clearinghouse for information about the community.

ECONOMIC DEVELOPMENT INCENTIVES

Mississippi, like most states, offers a variety of incentives to spur economic development. These incentives range from special financing programs to tax credits. As economic development has become so competitive, incentives need to be flexible and therefore change often. For information on current statewide incentives, contact the Mississippi Development Authority.

Local officials would also benefit by reviewing Section 57-1-1 et seq. of the *Code* pertaining to the authority of local government to provide economic development incentives.

Likewise, the federal government has a variety of grants and loan programs available. Members of Congress from Mississippi now have staff personnel assigned to economic development matters.

ESSENTIAL ECONOMIC DEVELOPMENT QUESTIONS FOR LOCAL OFFICIALS_

Does the local economic development agency have a written strategic plan?

What is the community's economic development strategy?

Who handles economic development in the community?

Have local elected officials prepare for a visit by a site selection consultant?

Does the community have a constantly updated website?

What role do elected officials play in economic development?

How is economic development success measured?

Has the local economic development program been evaluated by an outside source?

APPENDIX 11

EMERGENCY MANAGEMENT

R. Thomas Ball

Emergency preparedness has taken on a new meaning for elected officials in Mississippi and across the United States since September 11, 2001. Preparedness and prevention are the focus of emergency management in Mississippi and our nation today. It is easy to watch news broadcasts about disasters such as hurricanes and earthquakes inflicting hundreds of millions of dollars of damage to communities across the nation; it is quite another to live the experience.

There is no greater pain than is the heartbreak felt by a supervisor when a citizen of their county has just lost their home or property due to wind damage, flood, or some other catastrophe. It is those experiences multiplied across a county that make emergency management important to supervisors and the constituents they represent.

No longer is an emergency merely the aftermath of a natural disaster. Weather related disasters such as ice storms, rising flood waters, straight-line winds or tornadoes, and hurricanes once dominated the thinking of county officials and emergency managers in Mississippi; but, now man-made disasters have to be considered as well in developing any plan for dealing with catastrophe.

Crisis leadership during times of disruption of normal routines is a large part of how citizens judge the effectiveness of county government and thus the five members of the board of supervisors. Prudent and appropriate actions before and during time of emergencies will grow public confidence in county government and goodwill toward elected county officials.

MISSISSIPPI EMERGENCY MANAGEMENT AGENCY AND LOCAL GOVERNMENT

There is a state comprehensive emergency management plan for dealing with natural and man-made disasters and civil disorder. As a part of that plan each county must have a coordinated effort for dealing with emergency situations beginning within the borders of the county and then in cooperation with other counties in the region and state. As a part of that plan, the Mississippi Emergency Management Agency (MEMA), conducts preparedness, training, and exercise programs for local emergency management agency directors and their staff. Other divisions of the emergency management agency that have regular contact with your county and its emergency management agency are: mitigation, response and recovery, administration and finance, and executive.

This training is mandatory for county personnel to ensure their continued service as emergency managers. Those who participate in the training are almost always designated by supervisors as the person to work with MEMA and federal officials in case of a natural or man-made disaster.

Even though by law they hold this position in the absence of an appointed emergency manager, almost none of the 82 counties utilize the president of the board of supervisors as the county's emergency manager. The dual position of board president and emergency manager is cumbersome because of the numerous responsibilities of the president of the board and the time-consuming procedures and formalities of dealing with emergency management contracts and procedures. Additional considerations for appointing an emergency manager are the weighty responsibility of being on-call around the clock in emergency situations and the on-going comprehensive training requirement by MEMA.

The county emergency manager also coordinates training from MEMA for other public agencies, services, and volunteer groups in the county on a continuing basis. After a natural disaster such as a hurricane or disaster, county officials must work together in an organized manner to prevent another disaster from being created by well-intentioned volunteers providing a warehouse of unsolicited goods and household items to those perceived to be in need of daily necessities. Dealing with sheltering of evacuees and those who have lost their homes in disasters is a delicate task best handled by those with emergency management experience or volunteer groups specially trained or with experience in dealing with large numbers of displaced persons.

The absence of a plan or reliance on an out-of-date, untested plan, is a blueprint for turning an emergency into an on-going catastrophe that cripples a county and punishes its people needlessly. Something as simple as obtaining health care for a family member, taking a meal to a neighbor, or even attending worship services at the church down-the-road takes on great difficulty and importance when electrical power is disrupted, normal transportation avenues are blocked or residents can't return to their homes because of ice, rising water, or damage caused by strong winds.

Emergency management at the county level should be handled on a daily basis by the emergency manager or head of the county emergency management agency. The emergency manager helps develop plans to increase public awareness of the threats to the county as well as education of citizens in ways to protect their families and property in times of emergency.

The head of the State of New York's emergency management agency told state and local officials gathered after September 11, 2001, to develop emergency plans in coordination with all local and state officials, and then "train, train, train, and train some more." He credited planning and training since the 1993 bombing incident in New York for preventing additional loss of life from the terrorist attacks on the World Trade Center.

Almost every county in the state has signed the Statewide Mutual Assistance Compact (SMAC), which provides for other governments to assist your county with supplies, equipment, personnel, and services in time of emergency. This mutual-aid compact, which is activated by the Mississippi Emergency Management Agency upon notification of a declared emergency, helps county governments deal with emergencies efficiently and effectively without duplication of expensive equipment, manpower, or services. There is also liability protection worded in the compact.

INCIDENT MANAGEMENT SYSTEM

When there is an emergency, it is most likely that the emergency manager will utilize a unified management system to deal with circumstances. The incident management system is coordinated by an emergency manager appointed by the county board of supervisors and decisions are made by the leadership in the operations center in concert and toward achieving the goal of minimizing the damage from the incident, recovery and restoration of normalcy.

Depending upon the circumstances and the emergency involved, the unified command structure can be comprised of emergency management, supervisors and other governmental administration, law enforcement, fire services, emergency services, health care, public information, public works, utilities, public safety communications, hazardous materials teams, school officials and others specific to the task of dealing with the emergency or recovering from its effects.

Usually the key representatives of those areas of responsibility gather together in a single location to deal with the emergency and this place is called an emergency operations center. It can be in a single location that is well-known, such as the courthouse or other public building with ample communications and safety equipment. It can be as informal as a specified location near the site of the emergency which allows for adequate communication to those working in and around the site as well as to those positioned at locations outside the area. This can also be called a command post.

Your county emergency manager is a trained professional in the field of emergency management, a broad and encompassing responsibility that covers local, state and federal law governing response, recovery and mitigation. The emergency manager is trained by state and federal officials to work with supervisors and other county officials to reduce disruption of community functions, provision of public service, and lessen personal injury or prevent loss of life.

Your emergency manager will help provide you with information that you will disseminate through the media and other public sources to your citizens so they can make the proper judgements as to where to go in time of emergency, how to shelter themselves and their families, how to protect their property, or how to call a community to action in case of a needed evacuation.

This person is the point of contact with the Mississippi Emergency Management Agency. The emergency manager is on-call around the clock and notifies state officials in time of emergency that cannot be handled with local resources or is the person called by state officials in the emergency operations center in Jackson when there is catastrophe or threats of suspicious activities in your county. The emergency manager is constantly updated on the status and availability of resources and services required by the public to deal with unusual circumstances and to property their families and property.

Under state law, emergency management agency officials can muster forces inside the county to deal with fires, floods, storms, earthquakes or any issue of safety of people and the protection of property. The emergency manager can also call upon state officials to help in circumstances that

overwhelm local capabilities to control the situation. The board of supervisors would proclaim a local emergency as defined in Section 33-15-5 of the Mississippi Code Annotated. The emergency would last for seven (7) days and would have to be extended by another vote of supervisors and proclamation posted and published if circumstances required. It is during those times that the governor would declare a disaster and the state emergency operations center would become operational.

The emergency manager position can be full time, depending upon county resources and need. Larger population counties have a greater need for emergency management, and in some cases have departments with multiple staff. Counties with major energy generation or transmission facilities, interstate commerce connections, major governmental facilities, major tourism and entertainment attractions, also give a higher priority to the need for professional emergency management. County officials should also realize that in time of emergency, the emergency manager alone cannot solve the massive problems ahead, all local government must be organized into a unified command system to deal with the problems at hand in an orderly and efficient manner. There must be law enforcement help, fire services assistance, clerical and administrative help, as well as coordination of volunteer efforts, health care provision, and emergency services. None are more or less important to successfully dealing with the emergency, recovery, and return to normal life.

Some counties see the operation as an opportunity to work with adjoining counties to provide emergency management and find this works fine because many disasters have no respect for county lines and inflict suffering on more than one community or county. In some parts of the state, there are joint management structures among two or more counties or between counties and municipalities within the county and those joint districts or authorities offer opportunities to work together across county lines and jurisdiction borders

Terrorism is another ingredient in the mix that has become emergency preparedness and management. In Mississippi, U.S. Department of Homeland Security funding has been passed through the Mississippi Emergency Management Agency. The Office of Homeland Security for Mississippi is also housed in MEMA. Most emergency managers in Mississippi serve as homeland security coordinators for the county and some even serve as homeland security coordinators for one or more of the municipalities located within the county. This sharing of homeland security responsibilities has allowed the state to maximize the federal funding received for local governments. It has also allowed the state to take a regional approach to homeland security to safeguard its citizens. The regional teams are being equipped so that the funds and equipment are spread across a number of counties to effectively and efficiently position expensive resources where they will do the most good.

Emergency management is a one call solution to complex problems that arise during times of turmoil and uncertainty. The management team you have in place and your close involvement with it will make your county safer and your citizens better protected against natural and man-made disasters.

APPENDIX 12

THE MISSISSIPPI ASSOCIATION OF SUPERVISORS, INC.

Jack Gregory, Jr.

Organized in 1928, the Mississippi Association of Supervisors, Inc. (MAS) is a private 501(c)(6) corporation. The MAS began holding annual conventions shortly after organization and began publishing a monthly magazine, *Mississippi Supervisor*, in 1940.

MISSION

The stated mission of the Mississippi Association of Supervisors is “to advertise and bring into favorable notice the opportunities and resources of the various counties of the state; to promote the interest and general welfare of the state; to interchange ideas and to develop, as far as practicable, a uniform system of county government throughout the state; to maintain a statewide agency for the purpose of advancing the moral, financial and general welfare of the state, and the counties of the state; and to create and promote a feeling of fellowship, sympathy and understanding among and between the counties and the people of the State of Mississippi.”

OFFICE

The association is authorized, at the discretion of its executive committee, to maintain an office in the City of Jackson, Mississippi. It is headquartered two blocks north of the State Capitol, at 793 North President Street. The association’s “educational and administrative complex” is a modern facility that contains meeting space, offices, and a reception area. It is open Monday through Friday from 8:00 a.m. until 4:30 p.m., except state holidays and during MAS’s annual convention.

MEMBERSHIP

All duly elected members of county boards of supervisors are eligible for membership in the association. Member counties are assessed dues based on the county’s assessed value. Counties are authorized by Section 19-3-65 of the *Code* to pay these dues.

ORGANIZATION

Internally, the association functions through a structure that includes an executive, a legislative, and a nominating committee. Other committees may be formed by executive order as necessary.

Executive Committee

The executive committee has general management oversight over association activities. The committee is composed of 22 members – two (2) supervisors from each Planning and Development District (PDD) except the Southern PDD which, because of its size, has four (4) members. Eleven (11) members of the committee are selected at the annual PDD meetings and ratified at the annual convention. The other 11 members are nominated by the nominating committee and ratified at the annual convention.

Legislative Committee

The legislative committee, composed of 11 members, is responsible for the association's legislative agenda. Specifically, this committee determines what proposals will be presented to the full association for adoption. These proposals, after approval, become the legislative platform that is presented to the legislature for consideration. All members of the legislative committee are selected at the annual PDD meetings and ratified at the annual convention.

Nominating Committee

The nominating committee, also composed of 11 members, selects supervisors to serve as general officers of the association. In addition, this committee nominates 11 members for the executive committee. All members of the nominating committee are selected at the annual PDD meetings and ratified at the annual convention.

FUNDING

In addition to the annual dues, association activities are funded by various fees and subscriptions. These include registration fees for educational meetings and conventions, fees for sponsoring various insurance programs, magazine subscriptions, advertising and investments.

MEETINGS

The association normally holds four meetings each year: the Midwinter Educational/Legislative Conference, the Planning and Development District Meetings, the Annual Conference, and the County Government Workshop. The meeting schedule may be expanded or curtailed, depending upon the needs of the association. In election years, a special Orientation Program for New Supervisors is conducted after the elections and prior to the newly-elected supervisors taking office.

Midwinter Educational/Legislative Conference

The Midwinter Educational/Legislative Conference is held in January, during the first few weeks of the legislative session. The primary purpose of this meeting is to provide educational sessions for supervisors. In addition, supervisors are provided an opportunity to meet with their

legislative delegation and discuss legislation affecting county government. The conference is highlighted by a reception honoring the members of the legislature and major state officials.

Planning and Development District Meetings

In the spring, regional meetings are held in each of the ten (10) Planning and Development Districts. During these meetings, supervisors are briefed on changes in state law affecting counties that occurred during the legislative session. In addition, supervisors select their representatives to the association's three standing committees. These selections are ratified at the annual convention.

Annual Convention

The annual convention, typically held during the month of July, is the association's most important meeting of the year. During the convention, all committees meet and conduct business. Any recommendations from these committees are subject to ratification at a general business session. In addition, a full education program covering a myriad of topics is presented.

County Government Workshop

A County Government Workshop, the final meeting of the year, is held in the fall. This meeting is devoted to education. Recognized experts in their respective fields present a wide range of topics important to county government.

STAFF

The association is authorized to employ the necessary staff to carry out its functions. Currently, the MAS has a staff of five (5) – an executive director, an assistant director, a meeting planner/office manager, a director of communications/editor, and a administrative/financial assistant, as follows:

Jack Gregory	Executive Director
Joel Yelverton	Assistant Executive Director
Martele Higgins	Meeting Planner/Office Manager
Pat Whitfield	Editor/Communications Specialist
Lori Langford	Administrative/Financial Assistant

For assistance, contact the MAS by telephone or e-mail or check out the MAS web site for more information.

Telephone	601-353-2741
Fax	601-353-2749
Jack Gregory	massup5@aol.com
Joel Yelverton	massup1@aol.com
Martele Higgins	massup2@aol.com
Pat Whitfield	massup4@aol.com
Lori Langford	massup3@aol.com
Web	www.ext.msstate.edu/mas

SERVICES

Educational Programs

Educational programs are planned by the MAS staff, the MAS Education Committee, and the Center for Governmental Technology in the Mississippi State University Extension Service, the “educational arm” of the MAS for some twenty-five (25). Educational programs are presented at each of the four regular meeting of the MAS and at special meetings called on an as-needed basis.

Legislative Services

Throughout the legislative session, the MAS staff tracks the more than 600 bills introduced each year, which affect county government. The MAS staff works with the members, committees, and leadership of the legislature to ensure an understanding of the effect of proposed legislation upon county government. Periodic reports and memorandums are distributed to update members on critical issues being debated at the state capitol. Other legislative-related services include the legislative reception, an online Legislative Bulletin Board, legislative action alerts, legislation summaries, research, and bill drafting.

Communications

Information management is critical in fulfilling the overall goals of the association. MAS staff members are dedicated to providing accurate and timely information to MAS members. This is accomplished through publications such as the MAS magazine, a public officials directory, a county officials index, a web site at www.ext.msstate.edu/mas, a “textbook” on county government for elementary school use, coverage of meetings of other county officials, information management for public officials, press releases, and research.

APPENDIX 13

MPE WORKERS' COMPENSATION SERVICES (MPEWCS) / MPE EMPLOYEE BENEFIT SERVICE (MPEEBS)

Eddie F. Washington

These two companies were formed to manage the various service programs developed or endorsed by the Mississippi Association of Supervisors (MAS). They have helped to resolve the problems some counties experienced in obtaining certain types of insurance coverage. Many counties participate in these programs, saving millions of tax dollars.

Programs presently being managed by MPEWCS/MPEEBS:

- Mississippi Public Entity Employee Benefit Trust (MPEEBT) – Established in 1987, this program provides health benefit coverage to county employees and utilizes a self-insured approach. Through plan-design and effective claims management, counties can experience savings with a viable alternative to a fully insured plan.
- Mississippi Public Entity Workers' Compensation Trust (MPEWCT) – The Mississippi Public Entity Workers' Compensation Trust was developed in 1990 to help eligible political subdivisions reduce expenses in securing workers' compensation benefits for their employees. Additional services provided to the membership of the MPEWCT include risk management and medical managed care.

Through risk management the potential exposure is reduced by identifying safety concerns, designing programs to address such concerns, and implementing the training necessary to bring about the desired result.

Through medical care management, confusion can be decreased for the injured worker, local treatment options can be identified for the employer/employee, and early return to work potential can be identified with the employer. In turn, that work availability is communicated to the doctor, thus returning the employee to productivity as early as possible.

Each year different marketing representatives will contact county supervisors concerning their county's insurance needs. To make the best use of your insurance and benefit dollars, consider programs that have been created and endorsed by the Mississippi Association of Supervisors

MPE Workers' Compensation Services and MPE Employee Benefit Services are located at 307 Warwick Pl., Ridgeland, MS 39157, telephone number 601-605-8150, toll free 866-331-5682, and fax number 601-605-8161.

APPENDIX 14

CENTER FOR GOVERNMENTAL TRAINING & TECHNOLOGY

P. C. (Mac) McLaurin, Jr.

WHO WE ARE

The Center for Governmental Training & Technology (CGT), created in 1973, is a unit within the Enterprise and Community Resource Development program area of the Mississippi State University Extension Service. For over a quarter-century, the CGT has been a leader in the provision of educational programs, specialized publications, and technical assistance to local government officials in Mississippi.

WHAT WE DO

Through its programs, publications, and technical assistance, the CGT aids local government officials, local units of government, and associations of local government officials in their efforts to improve governance at the grassroots and delivery of services to the citizens of Mississippi. The CGT does not take an advocacy role in the business, legislative, or political affairs of the local governments or local government associations with which it works.

Local Government Education

Every four years, some 800-2,500 local elected officials are given responsibility by the electorate for the formulation, adoption, and implementation of public policy in Mississippi's 82 counties and 297 municipalities. Typically, from one-third to one-half of these officials will be newly-elected, having never held public office. In addition, some 2,000 major appointed county and municipal officials assist these elected officials in governing and providing services.

These elected and appointed local government officials need orientation with respect to their duties and responsibilities when they are new to office. They also need continuing education throughout their term of office to help them stay current in the face of constant change. Local government law and practice changes with each session of the Legislature.

The better educated a local official, the better job he will do in meeting the needs of the citizens within the requirements and restrictions of state law. Through a variety of workshops, seminars, and training programs, ranging in length from two hours to two weeks, the CGT helps fulfill the educational needs of local officials.

The CGT currently serves the educational needs of the following associations of local government officials: Mississippi Association of Supervisors, Mississippi Municipal League, Mississippi Association of County Board Attorneys, Mississippi Municipal Clerks and Tax Collectors

Association, Mississippi Chancery Clerks Association, Mississippi Association of County Administrators/Comptrollers, Building Officials Association of Mississippi, Mississippi Assessors and Collectors Association, Mississippi Chapter of the International Association of Assessing Officers, Mississippi E-911 Coordinators Association, and the Mississippi Association of County Engineers. The CGT works with these associations to plan and implement a variety of educational programs and publications.

New and rapidly expanding areas of educational activity are emergency management and homeland security. The CGT, the Mississippi Emergency Management Agency, and the Mississippi Office of Homeland Security are teaming to present a wide variety of educational programs and training to emergency managers and elected and appointed officials at the local level and the general public.

In the design and implementation of educational programs, the CGT collaborates with individuals, organizations, and firms in the private sector and with most of the state-wide elected officials and agencies within the three branches of state government. In particular, on the state level, the CGT coordinates major educational programming with the Office of the State Auditor, the Office of the Attorney General, the Mississippi Emergency Management Agency, the Office of the Secretary of State, and the Mississippi State Tax Commission.

Certification Programs

In cooperation with the Office of the State Auditor, the CGT oversees legislatively-mandated certification programs for county purchase clerks, receiving clerks, and inventory control clerks and manages the professional education programs for county supervisors and county administrators required by the County Government Reorganization Act of 1988. With the Mississippi State Tax Commission, the CGT provides legislatively-mandated certification training for tax assessors and appraisal personnel. The CGT's three-year Certification Program for Municipal Clerks and Tax Collectors and the Mississippi Education and Certification Program for assessors and appraisers are nationally recognized.

Leadership Development

The CGT also works in the area of leadership development to provide leadership training programs for citizens and local government officials. Several hundred individuals have received intensive training in principles of leadership, communications, community development, and state and local government.

Programs for Youth

In cooperation with the 4-H Youth Development program area of the Mississippi State University Extension Service, the Office of the Lieutenant Governor, and the Office of the Speaker of the House of Representatives, the CGT coordinates an annual Legislative Page Program for young people participating in 4-H clubs throughout the state. In addition, the CGT supports the efforts of the Mississippi Association of Supervisors (MAS) in the MAS's county government education program in the elementary schools in the state.

Technical Assistance

Technical assistance, on a “time-available” basis, is provided by the CGT to counties and municipalities in such areas as general management, financial administration, personnel administration, leadership development, economic development, community facilities and services, and solid waste management. In addition, technical assistance in the areas of information technology and web site development and maintenance is provided to local units of government and associations of local government officials.

MAJOR PUBLICATIONS

- County Government in Mississippi, 3rd Edition* (2004).
Mississippi Municipal Audit & Accounting Guide (2003; with Office of the State Auditor).
Mississippi County Financial Accounting Manual (2002; with Office of the State Auditor).
County Government Legal Digest (2002; with Office of the State Auditor).
Municipal Government in Mississippi (2001).
A Handbook for County Board Attorneys by Benjamin E. Griffith (2000).
Mississippi Association of County Board Attorneys Membership Manual and Directory (2000).
Mississippi Appraisal Manual (1998; with Mississippi State Tax Commission).
Municipal Election Officials’ Handbook (1996, 1997, 1998; with Office of the Secretary of State).
County Election Officials’ Handbook (1999; with Office of the Secretary of State).

FACULTY/STAFF

Name	Title	E-mail Address
P. C. (Mac) McLaurin, Jr.	Leader and Extension Professor of Local Government	pcm@ext.msstate.edu
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R. Thomas (Tom) Ball	Governmental Training Officer	tomb@ext.msstate.edu
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Kyle E. Touchstone	Program Assistant	kylet@ext.msstate.edu
H. Lee Hill II	Graduate Program Assistant	leeh@ext.msstate.edu
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Name	Title	E-mail Address
Cookie Harper	Administrative Secretary	cookieh@ext.msstate.ed
Dean Mann	Administrative Secretary	deanm@ext.msstate.edu
Ann Reed	Administrative Secretary	annr@ext.msstate.edu

HOW TO CONTACT US

Telephone	662-325-3141
Fax	662-325-8954
Mailing Address:	Box 9643 Mississippi State, MS 39762-9643
Physical Address:	Suite 405, Bost Extension Center Mississippi State University Mississippi State, MS
E-mail	cginfo@ext.msstate.edu
Web	www.mslocalgovernment.org

SELECTED INFORMATION ON MISSISSIPPI COUNTIES

County	2000 Pop.	Beat/ Unit	Date of Formation	Supreme* Court District	U.S. Congress District	Area (Sq. Miles)	County Seat	Assessed** Value
Adams	34,340	Unit	1817	2	3	486.4	Natchez	193,594,669
Alcorn	34,558	Beat	1870	3	1	401.3	Corinth	196,236,762
Amite	13,599	Beat	1817	2	3	731.6	Liberty	73,356,107
Attala	19,661	Beat	1833	3	2	736.9	Kosciusko	120,475,349
Benton	8,026	Beat	1870	3	1	408.5	Ashland	38,300,000
Bolivar	40,633	Unit	1836	1	2	905.7	Cleveland/ Rosedale	201,302,289
Calhoun	15,069	Beat	1852	3	1	587.8	Pittsboro	69,181,663
Carroll	10,769	Beat	1833	3	2	634.3	Carrollton/ Vaiden	66,160,000
Chickasaw	19,440	Unit	1836	3	1	504.2	Houston/ Okolona	80,308,491
Choctaw	9,758	Beat	1833	3	1	419.7	Ackerman	53,709,527
Claiborne	11,831	Unit	1817	1	2	501.4	Port Gibson	52,431,024
Clarke	17,955	Unit	1833	2	4	693.4	Quitman	118,807,681
Clay	21,979	Beat	1871	3	1	416	West Point	120,815,090
Coahoma	30,622	Unit	1836	3	2	583	Clarksdale	153,494,350
Copiah	28,757	Unit	1823	1	2	779.2	Hazlehurst	149,998,425
Covington	19,407	Beat	1819	2	3	414.8	Collins	142,630,858
DeSoto	107,199	Unit	1836	3	1	496.6	Hernando	1,021,000,000
Forrest	72,604	Unit	1908	2	4	470	Hattiesburg	411,087,576
Franklin	8,448	Beat	1817	2	3	566.7	Meadville	40,767,573
George	19,144	Beat	1910	2	4	483.6	Lucedale	95,126,213
Greene	13,229	Beat	1817	3	4	718.7	Leakesville	65,299,652
Grenada	23,263	Beat	1870	2	1	449.2	Grenada	163,372,380
Hancock	42,967	Unit	1817	2	4	552.4	Bay St. Louis	438,391,375
Harrison	189,601	Unit	1841	1	4	975.9	Biloxi/ Gulfport	1,599,874,558
Hinds	250,800	Unit	1821	1	2,3	877.1	Jackson/ Raymond	1,545,332,214
Holmes	21,609	Beat	1833	1	2	764	Lexington	93,018,422
Humphreys	11,206	Beat	1918	1	2	431.1	Belzoni	***54,495,841
Issaquena	2,274	Beat	1844	1	2	441.4	Mayersville	22,350,551
Itawamba	22,770	Unit	1836	3	1	540.5	Fulton	109,087,746

County	2000 Pop.	Beat/ Unit	Date of Formation	Supreme* Court District	U.S. Congress District	Area (Sq. Miles)	County Seat	Assessed** Value
Jackson	131,420	Unit	1812	2	4	1043.3	Pascagoula	547,446,595
Jasper	18,149	Beat	1833	2	3,4	677.3	Bay Springs/ Paulding	98,744,383
Jefferson	9,740	Unit	1799	1	2	527.2	Fayette	37,400,249
Jefferson Davis	13,962	Beat	1906	2	3	409	Prentiss	58,801,097
Jones	64,958	Beat	1826	2	4,3	699.6	Laurel/ Ellisville	344,302,104
Kemper	10,453	Unit	1833	1	3	767	DeKalb	47,266,246
Lafayette	38,744	Unit	1836	3	1	679.1	Oxford	283,563,917
Lamar	39,070	Unit	1904	2	4	500.3	Purvis	309,228,456
Lauderdale	78,161	Unit	1833	1	3	715.2	Meridian	475,715,923
Lawrence	13,258	Beat	1817	2	3	435.6	Monticello	75,499,893
Leake	20,940	Unit	1833	1	2,3	585.2	Carthage	106,086,883
Lee	75,755	Unit	1866	3	1	453.1	Tupelo	536,525,832
Leflore	37,947	Unit	1871	3	2	606.2	Greenwood	194,277,008
Lincoln	33,166	Beat	1870	2	3	588	Brookhaven	203,214,169
Lowndes	61,586	Unit	1830	3	1	516.5	Columbus	481,002,976
Madison	74,674	Unit	1828	1	2,3	741.7	Canton	771,993,912
Marion	25,595	Beat	1817	2	3,4	548.4	Columbia	123,355,556
Marshall	34,993	Unit	1836	3	1	709.6	Holly Springs	159,042,275
Monroe	38,014	Unit	1821	3	1	772.1	Aberdeen	253,064,289
Montgomery	12,189	Unit	1871	3	2	407.1	Winona	52,734,310
Neshoba	28,684	Unit	1833	1	3	571.5	Philadelphia	115,524,383
Newton	21,838	Beat	1836	1	3	579.4	Decatur	83,131,033
Noxubee	12,548	Beat	1833	1	3	700	Macon	63,654,688
Oktibbeha	42,902	Unit	1833	3	3	461.8	Starkville	245,065,014
Panola	34,274	Unit	1836	3	1	704.9	Batesville/ Sardis	206,464,577
Pearl River	48,621	Unit	1890	2	4	818.7	Poplarville	218,446,143
Perry	12,138	Beat	1820	2	4	650.1	New Augusta	71,512,581
Pike	38,940	Unit	1817	2	3	410.7	Magnolia	200,133,147
Pontotoc	26,726	Beat	1836	3	1	500.9	Pontotoc	139,287,909
Prentiss	25,556	Beat	1870	3	1	418.2	Booneville	95,694,196

County	2000 Pop.	Beat/ Unit	Date of Formation	Supreme* Court District	U.S. Congress District	Area (Sq. Miles)	County Seat	Assessed** Value
Quitman	10,117	Unit	1877	3	2	406.4	Marks	47,144,578
Rankin	115,327	Unit	1828	1	3	805.9	Brandon	921,193,549
Scott	28,423	Beat	1833	1	3	610.2	Forest	136,440,665
Sharkey	6,580	Beat	1876	1	2	434.8	Rolling Fork	38,592,237
Simpson	27,639	Unit	1824	2	3	590.3	Mendenhall	134,878,842
Smith	16,182	Beat	1833	2	3	637.1	Raleigh	88,781,290
Stone	13,622	Unit	1916	2	4	448	Wiggins	77,079,659
Sunflower	34,369	Unit	1844	1	2	707.1	Indianola	139,528,043
Tallahatchie	14,903	Unit	1833	3	2	651.9	Charleston/ Sumner	76,272,515
Tate	25,370	Beat	1873	3	1	410.8	Senatobia	137,528,568
Tippah	20,826	Beat	1836	3	1	459.9	Ripley	100,729,530
Tishomingo	19,163	Beat	1836	3	1	444.6	Iuka	117,156,594
Tunica	9,227	Unit	1836	3	2	480.7	Tunica	255,524,814
Union	25,362	Unit	1870	3	1	416.8	New Albany	156,179,012
Walthall	15,156	Beat	1910	2	3	404.3	Tylertown	61,654,401
Warren	49,644	Unit	1817	1	2	618.7	Vicksburg	414,445,123
Washington	62,977	Unit	1827	1	2	761.2	Greenville	357,248,405
Wayne	21,216	Beat	1817	2	4	813.4	Waynesboro	107,506,084
Webster	10,294	Beat	1874	3	1,3	423.2	Walthall	58,821,493
Wilkinson	10,312	Beat	1817	2	3	687.8	Woodville	53,884,452
Winston	20,160	Beat	1833	3	3,1	610	Louisville	107,225,153
Yalobusha	13,051	Beat	1833	3	1	494.8	Coffeerville/ Water Valley	56,720,126
Yazoo	28,149	Unit	1823	1	2	933.9	Yazoo City	155,396,717

*Supreme Court Districts also determine election districts for Public service Commissioners and Transportation Commissioners.

Supreme Court District 1 is equivalent to Public Service and Transportation Commissioners Central District.

Supreme Court District 2 is equivalent to Public Service and Transportation Commissioners Southern District.

Supreme Court District 3 is equivalent to Public Service and Transportation Commissioners Northern District.

**Assessed Value numbers were attained from county Tax Assessors' offices.

***Assessed Value for Humphreys County is the 2002 figure.

Compiled from Various Sources by H. Lee Hill II
Graduate Program Assistant
Center for Governmental Training and Technology
Mississippi State University Extension Service

SELECTED DIRECTORY OF GOVERNMENTAL OFFICIALS, AGENCIES AND ORGANIZATIONS

Michael T. Allen⁸⁰⁵

The following directory is provided as a quick reference tool for use in contacting government officials and organizations involved in local government matters and in finding government information. However, this directory is subject to change. A telephone icon (☎) next to a telephone number indicates that the number is toll free. For the most current directory, visit the Center for Governmental Training & Technology's web site for a more complete and regularly-updated one (www.mslocalgovernment.org) including a detailed directory of federal government agencies and officials.

Another very comprehensive source of state government contact information can be found at the Mississippi Department of Information Technology Services' web site (www.its.state.ms.us). The Mississippi Department of Information Technology Services publishes both physical and web versions of their *Mississippi State Government Telephone Directory*. This comprehensive publication contains a very detailed listing of state government and agency telephone and fax numbers, web site addresses, and mailing addresses. It also provides listings of agency toll free telephone numbers and a host of other helpful information.

FEDERAL GOVERNMENT

Executive Branch

<i>Executive Official</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
President George W. Bush 1600 Pennsylvania Avenue Washington, D.C. 20500	T: 202-456-1414 F: 202-456-2461	president@whitehouse.gov www.whitehouse.gov
Vice-President Richard B. Cheney 1600 Pennsylvania Ave. Washington, D.C. 20500	T: 202-456-1414 F: 202-456-2461	vice.president@whitehouse.gov www.whitehouse.gov/vicepresident

⁸⁰⁵The author wishes to thank R. David Crowder, Jr. and Terrence A. James for their contributions in compiling this directory.

Legislative Branch

<i>Congressional Official and District</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Roger Wicker (1 st) 206 Cannon Building Washington, D.C. 20515	T: 202-225-4306 F: 202-225-3549	roger.wicker@mail.house.gov www.house.gov/wicker
Bennie Thompson (2 nd) 2432 Rayburn House Office Building Washington, D.C. 20515	T: 202-225-5876 F: 202-225-5898	thompsonms2nd@mail.house.gov www.house.gov/thompson
Charles W. "Chip" Pickering (3 rd) 427 Cannon Building Washington, D.C. 20515	T: 202-225-5031 F: 202-225-5797	c.pickering@mail.house.gov www.house.gov/pickering
Gene Taylor (4 th) 2311 Rayburn House Office Building Washington, D.C. 20515	T: 202-225-5772 F: 202-225-7074	E-mail through web site. www.house.gov/genetaylor

<i>Senators</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Senator Thad Cochran 326 Russell Senate Office Building Washington, D.C. 20510-2402	T: 202-224-5054 F: 202-224-9450	senator@cochran.senate.gov www.senate.gov/~cochran
Senator Trent Lott 487 Russell Senate Office Building Washington, D.C. 20510-2403	T: 202-224-6253 F: 202-224-4639	senatorlott@lott.senate.gov www.senate.gov/~l

MISSISSIPPI GOVERNMENT

Executive Branch⁸⁰⁶

<i>Executive Office</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Governor Haley Barbour P.O. Box 139 Jackson, MS 39205-0139	T: 601-359-3150 F: 601-359-3741	See web site for e-mail address. www.governor.state.ms.us
Lt. Governor Amy Tuck P.O. Box 1018 Jackson, Mississippi 39215-1018	T: 601-359-3200 F: 601-359-4054	atuck@mail.senate.state.ms.us www.ls.state.ms.us/ltgov/index.htm
Secretary of State Eric Clark P.O. Box 136 Jackson, MS 39205-0136	T: 601-359-1350 F: 601-359-1499 ☎ ⁸⁰⁷	administrator@sos.state.ms.us www.sos.state.ms.us
Attorney General Jim Hood P.O. Box 220 Jackson, MS 39205-0220	T: 601-359-3680 F: 601-359-3680	See web site for e-mail address. www.ago.state.ms.us
State Auditor Phil Bryant P.O. Box 956 Jackson, MS 39205	T: 601-576-2641 F: 601-576-2650 ☎ 800-321-1275	auditor@osa.state.ms.us www.osa.state.ms.us
State Treasurer Tate Reeves P.O. Box 138 Jackson, MS 39205	T: 601-359-3600 F: 601-359-2001 ☎ ⁸⁰⁸	See web site for e-mail address. www.treasury.state.ms.us

⁸⁰⁶At time of printing the contact information for the newly-elected Governor, Attorney General, and Treasurer were unconfirmed or unavailable since they had not yet assumed office. In these cases the information from the former office-holders were used when appropriate.

⁸⁰⁷Elections Hotline is 800-829-6786; Investor Education/Securities Fraud is 800-804-6364; Charitable Solicitation/Registration Information is 888-236-6167; and Corporations/Uniform Commercial Code Information is 800-256-3494.

⁸⁰⁸Mississippi Prepaid Affordable College Tuition Program (MPACT) is 800-987-4450.

<i>Executive Office</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Commissioner of Agriculture and Commerce Lester Spell 121 North Jefferson Street Jackson, MS 39201	T: 601-359-1100 F: 601-354-6290	spell@mdac.state.ms.us www.mdac.state.ms.us
Insurance Commissioner George Dale P.O. Box 79 Jackson, MS 39205	T: 601-359-3569 F: 601-359-2474 ☎ 800-562-2957	george.dale@mid.state.ms.us www.doi.state.ms.us

Legislative Branch

<i>Branch/Entity</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Mississippi House of Representatives P.O. Box 1018 Jackson, MS 39215-1018	T: 601-359-3323 F: 601-359-3728 Other ⁸⁰⁹	Call/check web for individuals www.ls.state.ms.us
Mississippi Senate P.O. Box 1018 Jackson, MS 39215-1018	T: 601-359-3202 F: 601-359-3935	Call/check web for individuals www.ls.state.ms.us
Joint Committee on Performance Evaluation and Expenditure Review (PEER) P.O. Box 1204 Jackson, MS 39215-1204	T: 601-359-1226 F: 601-359-1420	max.arinder@peer.state.ms.us www.peer.state.ms.us

Judicial Branch

<i>Entity</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Mississippi Supreme Court P.O. Box 249 Jackson, MS 39205	T: 601-359-3694 F: 601-359-2407	sctclerk@mssc.state.ms.us www.mssc.state.ms.us

⁸⁰⁹Clerk of the House's telephone number is 601-359-3360.

State Agencies/Departments/Offices

<i>Agency/Department</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Department of Archives and History P.O. Box 571 Jackson, MS 39205-0571	T: 601-359-6850 F: 601-359-6975	webmaster@mdah.state.ms.us refdesk@mdah.state.ms.us www.mdah.state.ms.us
Mississippi Development Authority P.O. Box 849 Jackson, MS 39205	T: 601-359-3449 F: 601-359-2832	Call/check web for individuals www.mda.state.ms.us
Department of Environmental Quality P.O. Box 20305 Jackson, MS 38289-1305	T: 601-961-5171 F: 601-961-5349	Call/check web for individuals www.deq.state.ms.us
Department of Education P.O. Box 771 Jackson, Mississippi 39205-0771	T: 601-359-3513 F: 601-359-3033	Call/check web for individuals www.mde.k12.ms.us
Department of Finance and Administration P.O. Box 267 Jackson, MS 39205	T: 601-359-3402 F: 601-359-2405	Call/check web for individuals www.dfa.state.ms.us
Department of Health P.O. Box 1700 Jackson, MS 39215-1700	T: 601-576-7400 F: 601-576-7364	info@msdh.state.ms.us www.msdh.state.ms.us
Department of Human Services P.O. Box 352 Jackson, MS 39202-0352	T: 601-359-4500 F: 601-359-4510 ☎ 800-345-6347	Call/check web for individuals www.mdhs.state.ms.us
Department of Information Technology Services 301 North Lamar Street, Suite 508 Jackson, MS 39201-1495	T: 601-359-1395 F: 601-354-6016	Call/check web for individuals www.its.state.ms.us
Department of Public Safety P.O. Box 958 Jackson, MS 39205	T: 601-987-1212 F: 601-987-1498	Call/check web for individuals www.dps.state.ms.us
Department of Transportation P.O. Box 1850 Jackson, MS 39215-1850	T: 601-359-7001 F: 601-359-7110	Call/check web for individuals www.mdot.state.ms.us
Division of Medicaid 239 North Lamar Street Suite 801, Robert E. Lee Building Jackson, MS 39201-1399	T: 601-359-6050 F: 601-359-6048 ☎ 800-421-2408	Call/check web for individuals www.dom.state.ms.us

<i>Agency/Department</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Mississippi Ethics Commission P.O. Box 22746 Jackson, MS 39225-2746	T: 601-359-1285 F: 601-354-6253	Call/check web for individuals www.ethics.state.ms.us
Mississippi Insurance Department P.O. Box 79 Jackson, MS 39205	T: 601-359-3569 F: 601-359-2474	commissioner@mid.state.ms.us www.doi.state.ms.us
Mississippi State Tax Commission P.O. Box 960 Jackson, MS 39205	T: 601-923-7000 F: 601-923-7404	webmaster@mstc.state.ms.us www.mstc.state.ms.us
Mississippi Workers Compensation Commission P.O. Box 5300 Jackson, Mississippi 39296-5300	T: 601-987-4285 F: 601-987-4227	Call/check web for individuals www.mwcc.state.ms.us
State Personnel Board 301 North Lamar Street, Suite 100 Jackson, MS 39201	T: 601-359-1406 F: 601-359-2729	Call for individual addresses www.spb.state.ms.us
Office of State Aid Road Construction Suite 6019 401 North West Street Jackson, Mississippi 39201	T: 601-359-7150 F: 601-359-7141	mail@osarc.state.ms.us www.osarc.state.ms.us

OTHER GOVERNMENT-RELATED ENTITIES

In Mississippi

<i>Entity</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Center for Governmental Training & Technology (CGT) Box 9643 Mississippi State, MS 39762-9643	T: 662-325-3141 F: 662-325-8954	cgtinfo@ext.msstate.edu www.mslocalgovernment.org
Mississippi Association of Supervisors (MAS) 793 North President Street Jackson, MS 39202	T: 601-353-2741 F: 601-353-2749	Call/check web for individuals www.MASnetwork.org

<i>Entity</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
Mississippi Municipal League (MML) 600 East Amite Street Jackson, MS 39201	T: 601-353-5854 F: 601-353-0435 ☎ 800-325-7641	Call/check web for individuals ⁸¹⁰ www.mmlonline.com
John C. Stennis Institute of Government P.O. Drawer LV Mississippi State, MS 39762	T: 662-325-3328 F: 662-325-3772	stennis@sig.msstate.edu www.sig.msstate.edu

National/International

<i>Entity</i>	<i>Telephone/Fax</i>	<i>E-mail/Web</i>
International City-County Management Association (ICMA) 777 N. Capitol Street, NE, Suite 500 Washington, D.C. 20002-4201	T: 202-289-4262 F: 202-962-3500	Call/check web for individuals www.icma.org
National League of Cities (NLC) 1301 Pennsylvania Ave. NW Washington, D.C. 20004	T: 202-626-3000 F: 202-626-3043	inet@nlc.org www.nlc.org
National Association of Counties (NACo) 440 First Street, N.W. Washington, D.C. 20001	T: 202-393-6226 F: 202-393-2630	Call/check web for individuals www.naco.org

IMPORTANT WEB SITES

Government and Government-Related

<i>State of Mississippi</i>	
Mississippi State University Extension Service	www.msucare.com
State of Mississippi	www.state.ms.us
Mississippi Legislature	www.ls.state.ms.us

⁸¹⁰Or see Appendix 7 in this book.

State of Mississippi

State Universities:

Alcorn State University	www.alcorn.edu
Delta State University	www.deltast.edu
Jackson State University	www.jsums.edu
Mississippi State University	www.msstate.edu
Mississippi University for Women	www.muw.edu
Mississippi Valley State University	www.mvsu.edu
The University of Mississippi	www.olemiss.edu
University of Southern Mississippi	www.usm.edu

Federal Government

President	www.whitehouse.gov
Senate	www.senate.gov
House of Representatives	www.house.gov

Library of Congress	www.loc.gov
THOMAS: Legislative Information on the Internet	http://thomas.loc.gov
U.S. Census Bureau	www.census.gov

Selected Agencies and Commissions:

Advisory Council on Historic Preservation	www.achp.gov
Arms Control and Disarmament Agency	www.acda.gov
Central Intelligence Agency	www.cia.gov
Consumer Product Safety Commission	www.cpsc.gov
Corporation for National Service	www.cns.gov
Commodity Futures Trading Commission	www.cftc.gov
Environmental Protection Agency (EPA)	www.epa.gov
Federal Communications Commission (FCC)	www.fcc.gov
Federal Deposit Insurance Corporation (FDIC)	www.fdic.gov
Federal Election Commission	www.fec.gov
Federal Emergency Management Agency (FEMA)	www.fema.gov
Federal Housing and Finance Board	www.fhfb.gov
Federal Trade Commission (FTC)	www.ftc.gov
General Services Administration	www.gsa.gov
National Aeronautic and Space Administration (NASA)	www.nasa.gov
National Archives and Records Administration	www.nara.gov
National Commission on Libraries and Information Sciences	www.nclis.gov
National Endowment for the Arts (NEA)	www.arts.endow.gov
National Endowment For The Humanities	www.neh.gov

Federal Government

National Performance Review	www.npr.gov
National Science Foundation	www.nsf.gov
National Security Agency (NSA)	www.nsa.gov
National Technology Transfer Center	www.nttc.gov
Nuclear Regulatory Commission	www.nrc.gov
Merit Systems Protection Board	www.mspb.gov
Peace Corps	www.peacecorps.gov
Railroad Retirement Board	www.rrb.gov
Securities and Exchange Commission (SEC)	www.sec.gov
Selective Service System	www.sss.gov
Small Business Administration (SBA)	www.sba.gov
Smithsonian Institution	www.si.gov
Social Security Administration	www.ssa.gov
U.S. Agency For International Development (USAID)	www.usaid.gov
U.S. Information Agency	www.usia.gov
U.S. International Trade Commission	www.usitc.gov
United States Office of Government Ethics	www.usoge.gov
United States Postal Service	www.usps.gov
Voice of America	www.voa.gov

President's Cabinet

Department of Agriculture (USDA)	www.usda.gov
Department of Commerce	www.doc.gov
Department of Defense	www.defenselink.mil
Department of Education	www.ed.gov
Department of Energy	www.doe.gov
Department of Health and Human Services	www.hhs.gov
Department of Homeland Security	www.dhs.gov
Department of Housing and Urban Development (HUD)	www.hud.gov
Department of Interior	www.doi.gov
Department of Justice	www.usdoj.gov
Department of Labor	www.dol.gov
Department of State	www.state.gov
Department of Transportation	www.dot.gov
Department of Treasury	www.ustreas.gov
Department of Veterans Affairs	www.va.gov
The Vice President	www.whitehouse.gov/vicepresident

Under President George W. Bush, Cabinet-level rank also has been accorded to the following:

Environmental Protection Agency	www.epa.gov
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Federal Government

Office of Management and Budget www.omb.gov
Office of National Drug Control Policy www.whitehousedrugpolicy.gov
President's Chief of Staff www.whitehouse.gov
United States Trade Representative www.ustr.gov

Major Political Parties:

Democrat www.democrats.org
Republican www.rnc.org

SELECTED BIBLIOGRAPHY OF COUNTY GOVERNMENT

Michael T. Allen⁸¹¹

County Government in Mississippi is intended to provide county officials and others interested in county government a general introduction to Mississippi's county government. Students or readers who wish to explore in more depth the subjects presented in this book or to consider other subjects important to county government may wish to consult the publications listed below. Selected references are annotated to provide more detail.

PUBLICATIONS ABOUT MISSISSIPPI

Historical Works (Before 1975)

Ballard, Evelyn and Georgia Cobb. *Council/Board Proceedings*. Mississippi State, MS: Cooperative Extension Service, Mississippi State University, 1970.

Bettersworth, John K. *Mississippi Yesterday and Today*. Austin, TX: Steck-Vaughn, 1964.

Brammer, Dana B. *A Manual for Mississippi County Supervisors*. 2nd ed. County Government Series, no. 10. University, MS: Bureau of Governmental Research, University of Mississippi, 1973.

Brookings Institution. *Report of a Survey of the Organization and Administration of State and County Government in Mississippi*. Jackson, MS, 1932.

Brookings Institution. *Summary of the Facts, Findings and Recommendations of a Report on a Survey of the Organization and Administration of State and County Government in Mississippi*. Jackson, MS, 1932.

Bryan, Gordon K. "County Government and Administration in Mississippi." Ph.D. dissertation, University of California, Los Angeles, 1949. This four-part work of nearly 500 pages provides a comprehensive study of Mississippi county government. The author researched several key areas; namely, the historical, economic, and legal (constitutional and statutory) aspects of Mississippi counties. His stated purpose was to create a resource that others could use in studying the county. Eighteen counties were visited by the author in conducting first-hand interviews of county and state officials in Mississippi.

Cross, Ralph D. and Robert W. Wales. *Atlas of Mississippi*. Jackson, MS: University Press of Mississippi, 1974. This very detailed publication contains maps, demographic data, and descriptions of Mississippi's physical features, history, population, natural resources, social institutions, transportation and communication, manufacturing, and services.

⁸¹¹The author wishes to thank H. Lee Hill II for his contributions in compiling this bibliography.

Highsaw, Robert B. and Charles N. Fortenberry. *The Government and Administration of Mississippi*. New York: Thomas Y. Crowell, 1954. This book on Mississippi government and administration provides a thorough and now historical perspective of Mississippi during the middle of the twentieth century. Each major function and service provided by the State is described in detail along with its history, legal status, and purpose. Chapter 23 traces the Mississippi county from its creation to its organization, offices, and functions, and concludes with the issue of reform.

Howerton, Huey Blair. *A Guidebook of the Board of Supervisors*. County Government Series, no. 1. University, MS: Bureau of Public Administration, University of Mississippi, 1948.

Hobbs, Edward H., ed. *Yesterday's Constitution Today: An Analysis of the Mississippi Constitution of 1890*. University, MS: Bureau of Public Administration, University of Mississippi, 1960.

McKeigney, Alex. *Mississippi Government*. Austin, TX: Steck, 1959. Chapter 4 of this rather small publication is on local government. The book also contains a copy of the *Mississippi Constitution* as it existed prior to the amendments that have since occurred.

Walker, Joel P. "Legal Status of Zoning in Mississippi." *Mississippi Law Journal* 32 (May 1961), p. 256-263.

Wilber, Leon A. *Mississippi County Government: A Summary of Constitutional and Statutory Provisions*. Hattiesburg, MS: Department of Political Science, University of Southern Mississippi, 1970. In this detailed and non-technical report, Wilber provides almost ninety pages of specific information on Mississippi county government. This information ranges from the powers, rules, and duties of the board of supervisors to financial matters, elections, departments, schools, reform, and courts.

Wilber, Leon A. *Mississippi Local Government: Counties and Municipalities*. Hattiesburg, MS: Department of Political Science, University of Southern Mississippi, 1973. The section on Mississippi counties in this book was reprinted from Wilber's 1970 book listed above.

Handbooks/Manuals/References/Guides/Reports

Brammer, Dana B. and John W. Winkle III. *A Contemporary Analysis of Mississippi's Constitutional Government*. University, MS: Public Policy Research Center, University of Mississippi, 1986.

Center for Policy Research and Planning, Public Policy Research Center, and Mississippi Municipal Association. *Mississippi Municipal Profile*. No publisher listed, 1991. This valuable resource contains information on certain issues relevant to municipal government in Mississippi such as municipal home rule, annexation, water quality, and solid waste.

Griffith, Benjamin E. *A Handbook for County Board Attorneys in Mississippi*. Mississippi State, MS: Center for Governmental Technology, 2000. This publication, with an appendix by Samuel W. Keyes, Jr., is the most complete reference work on the duties and responsibilities of the county board attorney in Mississippi.

McLaurin, P.C., ed. *County Government in Mississippi: A Handbook for Supervisors*. Local Government Handbook Series, No. 3. Mississippi State, MS: Center for Governmental Technology, Cooperative Extension Service, Mississippi State University, 1996. This comprehensive handbook was developed for county supervisors and other county officials in Mississippi. *County Government in Mississippi* serves to revise and replace this publication.

McLaurin, P.C. and Michael T. Allen, eds. *County Government in Mississippi, Second Edition, Revised and Expanded*. Local Government Series, No. 3. Mississippi State, MS: Center for Governmental Technology, Mississippi State University Extension Service, 2000. This comprehensive book, with contributions from over 25 authors, contains 15 chapters, 13 appendices, and a selected bibliography.

McLaurin, P.C., Jr. and Michael T. Allen, eds. *Municipal Government in Mississippi: A Handbook for City Officials*. 4th ed. Mississippi State, MS: Center for Governmental Technology, Mississippi State University Extension Service, 1997. While written primarily for municipal officials, it is included in this list of references since county and city officials both deal with many of the same local government issues.

McLaurin, P.C. and Michael T. Allen, eds. *Municipal Government in Mississippi: Second Edition, Revised and Expanded*. Local Government Handbook Series No. 4. Mississippi State, MS: Center for Governmental Training & Technology, Mississippi State University Extension Service, 2001. This publication, the most current publication on municipal government in Mississippi, contains 13 chapters and 10 appendices, a reference of selected municipal information, and a selected bibliography. A third edition is planned for publication in 2004.

Mississippi Code 1972, Annotated. Any bibliography, selective or not, for municipal government in Mississippi must include the *Mississippi Code 1972, Annotated*. This twenty-one (21) volume set, with an additional two (2) volumes devoted to an index, contains the permanent public statutes of Mississippi and is supplemented annually (usually in July or August). Although most of the laws affecting the organization and operation of municipal government are found in Volume 6 of the *Code*, many applicable statutes are found scattered throughout the various volumes. The index, although cumbersome to use, is indispensable in finding laws affecting municipalities. Once the applicable statute has been found, one must always check the supplement or “pocket part” inserted in the back of each volume to determine if the statute in question has been amended since the bound volume was printed. (See Appendix 2 of *County Government in Mississippi* for detailed information on using the *Mississippi Code*.)

- Mississippi Department of Economic and Community Development. *Mississippi Resource Directory for Economic Development Allies*. Jackson, MS: Mississippi Department of Economic and Community Development, 1993. Compiled by the Existing Industry Resource Bureau of the Mississippi Department of Economic and Community Development, this directory lists economic development resources and allies throughout the state that directly benefit existing businesses.
- Mississippi, Secretary of State. *Mississippi Official and Statistical Register: 1996-2000*. Jackson, MS: Office of the Secretary of State, 1997. This handy publication, also known as the “Blue Book,” is compiled and published by the Secretary of State every four years after a presidential election in accordance with § 39-5-15 of the *Mississippi Code*. It contains detailed demographic and statistical information on county and municipal government in Mississippi, election returns, and telephone numbers and addresses for Legislators and state institutions and agencies. The 2000-2004 edition should be available through the Office of the Secretary of State in 2001.
- Mississippi, Secretary of State. *County Election Officials’ Handbook*. Jackson, MS: Office of the Secretary of State, 1999. This handbook, jointly published by the Office of the Secretary of State and the Center for Governmental Technology in the Mississippi State University Extension Service, is the most up-to-date resource for county election commissioners, poll workers, and executive committee members of the Democratic and Republican Parties. It details the proper procedures for conducting primary and general elections in Mississippi.
- Mississippi, State Auditor. *County Government Legal Digest: A Digest of Parts of the Mississippi Code of 1972 Affecting County Affairs*. Mississippi State, MS: Center for Governmental Training & Technology, Mississippi State University Extension Service, 2002.
- Mississippi, State Auditor. *Local Government Digest*. Jackson, MS: Office of the State Auditor, 1988.
- Mississippi, State Auditor. *Mississippi County Financial Accounting Manual*. Mississippi State, MS: Center for Governmental Training & Technology, Mississippi State University Extension Service, 2002.
- Stennis Institute of Government. *Mississippi Resource Book for Local Governments, State Agencies, Non-Profit Government Entities, and Private Sector-Public Sector Partnerships*. Mississippi State, MS: John C. Stennis Institute of Government, Mississippi State University, 1993. This publication was compiled by the John C. Stennis Institute of Government at Mississippi State University in cooperation with the Mississippi Municipal Association, the Mississippi Association of Supervisors, and the Community Services Division of the Mississippi Department of Economic and Community Development and issued in 1993. This book is a reference to sources of grants, loans, and technical assistance.
- Wilber, Leon A. *Mississippi Local Government: Counties and Municipalities*. Hattiesburg, MS: Department of Political Science, University of Southern Mississippi, 1976. This book is an update to the 1973 publication under the same title.

Winkle, John H., III. *The Mississippi Constitution: A Reference Guide*. Westport, CN: Greenwood, 1993. This remarkable reference, complete with commentary, gives an in-depth look at the *Mississippi Constitution of 1890*. Also included is a detailed chapter containing the constitutional history of Mississippi's three previous state constitutions and the current one.

General Treatments

Krane, Dale and Stephen D. Shaffer, eds. *Mississippi Government and Politics: Modernizers Versus Traditionalists*. Politics and Governments of the American States. Lincoln, NE: University of Nebraska Press, 1992. This book, containing fourteen chapters written by several political scientists and public administrators, covers a wide array of issues relevant to the structure and function of government in Mississippi. Although the three branches of state government are analyzed in depth, Chapter 11, entitled "The Dynamics of Mississippi Local Government," deals with the state's county and municipal governments. This book uses historical and polling data in its discussion of the many social, economic, and political changes that have occurred in Mississippi.

Kynerd, Thomas E. *Administrative Reorganization of Mississippi Government: A Study in Politics*. Jackson, MS: University Press of Mississippi, 1978.

Landry, David M. and Joseph B. Parker, eds. *Mississippi Government and Politics in Transition*. Dubuque, IA: Kendall/Hunt, 1976. The authors provide a "descriptive analysis" of Mississippi's county and municipal government in Chapter 7. Their focus is to provide citizens with adequate information to assess the services and operation of their local governments. Forms of government, fiscal concerns, and problems and change in local government are some of the highlighted issues.

Special Topics

Stennis Institute of Government. "Alternate Forms of Local Government: Expanding the Options." Mississippi State, MS: John C. Stennis Institute of Government, Mississippi State University, 1993. This report presents the home rule charter as one way to enhance local government discretion and reform efforts. It also looks at some of the issues involved with the various forms of local government including city-county consolidation. This report is available from the John C. Stennis Institute of Government at Mississippi State University.

Stennis Institute of Government. "Mississippi Initiative Measure No. 6: A Comparative Study of Mississippi Municipal Annexation." Mississippi State, MS: John C. Stennis Institute of Government, Mississippi State University, 1995. This report is available from the John C. Stennis Institute of Government at Mississippi State University.

Stennis Institute of Government. "Personnel Systems and Administration: Implementing the County Government Reorganization Act of 1988." Mississippi State University: John C. Stennis Institute of Government, 1989.

Winkle, John W. *The Mississippi State Constitution: A Reference Guide*. Westport, CT: Greenwood Press, 1993.

Wiseman, W. Martin. "The Ecology of Strategic Management in Small Local Governments." *Public Administration Quarterly* 17 (Summer, 1993): 145-158.

Wiseman, W. Martin. 1991. "Explaining Resistance to Local Government Reform Among Rural Constituencies." *Sociological Spectrum* 11 (1991): 245-264.

Wiseman, W. Martin, William L. Giles and James McCormick. "The Importance of Contextual Factors for Reform Efforts in Rural Local Governments." *International Journal of Public Administration* 17 (1994): 911-934. This academic article addresses the issue of county reform in rural areas, particularly Mississippi. The struggle for county reform in this state is analyzed along several lines, including regional and racial differences and how they influence resistance to the reform movement. The authors conclude that parties interested in reforming rural county government must consider the unique social and political environment before proceeding with their plans. To ignore these elements is to risk failure.

Wiseman, William M., Katri Welford and Charles W. Washington. "The County Government Reorganization Act of 1988: An Information Report." Mississippi State University: John C. Stennis Institute of Government, 1988. This report provides information to voters about the County Government Reorganization Act of 1988. It begins by identifying the context and roles in which counties operate. It then provides a side-by-side discussion and comparison of the beat system and the unit system as affected by the law. The third section focuses on implementing the Act. The remaining three sections are as follows: questions and answers (written with the voter in mind), what the public can expect while making the transition, and a conclusion.

Series

Public Administration Survey Series. Bureau of Governmental Research. University of Mississippi. This article series is published by the Bureau of Governmental Research of the School of Business and Government at the University of Mississippi. The following list from this series contains selected articles on subjects that are especially relevant to Mississippi local governments.

Brammer, Dana B. "Federal Aid to State and Local Governments." Vol. 26 (September 1978).

Brammer, Dana B. "Local Government Finances in Mississippi." Vol. 26 (January, 1979).

Brammer, Dana B. "Units of Local Government in Mississippi." Vol. 26 (November, 1978).

McArthur, Robert E. "Substate Regionalism in Mississippi." Vol. 23 (January, 1976).

PUBLICATIONS ABOUT COUNTY GOVERNMENT OUTSIDE MISSISSIPPI

Historical Works (Before 1975)

Advisory Commission on Intergovernmental Relations. *Profile of County Government*. Washington, D.C.: Government Printing Office, 1971.

Bollens, John C. *American County Government (with an Annotated Bibliography)*. Beverly Hills, CA: Sage Publications, 1969. Although the publications listed are somewhat dated, this book provides a thoroughly annotated bibliography of over 300 pages.

Campbell, R. B. "Grass Roots Reconstruction: The Personnel of County Government in Texas, 1865-1876." *Journal of Southern History* 58 (February 1992): 99-116. A historical look at the "demographic-economic profile" of the county judges, commissioners, and sheriffs during six stages of Reconstruction in Texas.

Duncombe, Herbert Sydney. *County Government in America*. Washington, D.C.: National Association of Counties Research Foundation, 1966. Duncombe recounts county government history and describes county services, organization, and finances. Five detailed case studies on specific counties are included as well as a discussion of county intergovernmental relations.

Fairlie, John A. *County Government and Administration*. The Century Political Science Series. New York: The Century Co., 1930. This book has 585 pages and contains a bibliography.

Gilbertson, H.S. *The County: The "Dark Continent" of American Politics*. New York: National Short Ballot Organization, 1917. In this classic book, Gilbertson attempts to "throw a great new light" on the most neglected level of government in the United States. While the focus of the book is on county problems, functions, and issues of the early twentieth century, it offers recommendations for county governments in the future.

Grant, Daniel R. and H. C. Nixon. *State and Local Governments in America*. Boston: Allyn and Bacon, Inc., 1968.

National Association of Counties. *Guide to County Organization and Management*. Washington, D.C.: National Association of Counties, 1968. This is NACo's first publication to "tap the vast resources of top talent presently employed by counties to prepare a down-to-earth, realistic, and practical guide to improved county administration." This guidebook contains papers written by 38 individuals who were selected because of national recognition in their fields. The book presents ideas and approaches designed to identify problems and suggest various "workable" solutions.

Porter, Kirk H. *County and Township Government in the United States*. New York: Macmillan, 1922.

Snider, Clyde F. "American County Government: A Mid-Century Review." *American Political Science Review* 46 (March 1952): 66-80.

Torrence, Susan Walker. *Grass Roots Government: The County in American Politics*. Washington-New York: Robert B. Luce, Inc., 1974. This book provides information about local governments, especially counties as they operate within the framework of state and federal government. The author discusses how citizens can get involved in local decision-making. Also discussed are financial issues and the differences between rural and other types of counties.

Wager, Paul W., ed. *County Government Across the Nation*. Chapel Hill: University of North Carolina Press, 1950. Paul W. Wager's book provides a rather detailed yet concise description of the county systems in the 48 continental states (Alaska and Hawaii were not yet states). The author begins with an introduction of the American county and provides a brief history of its English and Colonial origins. Some contemporary (1950) county data are discussed along with the legal nature, political offices, functions, and state supervision of the county. Wager divides the nation into four systems of rural government and dedicates a section of the book to each. In the section on the Southern States, he discusses why this region is unique, its common background, and the similarities and differences in the functions of county governments in these thirteen states. Chapter 32 is dedicated to Mississippi's county governments and contains a case study on the organization and operation of Claiborne County.

Handbooks/Manuals/References/Guides/Reports

DeSantis, Victor S. *The Municipal Year Book 1989*. Washington, D.C.: International City Management Association, 1989. Chapter 6, entitled "County Government: A Century of Change," provides a brief history of the county form of government as it developed in Britain and was transferred to the colonial United States. It discusses how the county has adapted and is adapting to meet contemporary needs. The chapter also reports on the city-county consolidation movement, forms of county government in existence today, and unique county issues such as finances.

Koehler, Cortus T. *Selected County Government Bibliography with Annotations*. Monticello, IL: Council of Planning Librarians, 1977.

Jeffery, Blake R., Tanis J. Salant, and Alan L. Boroshok. *County Government Structure: A State by State Report*. Washington, D.C.: National Association of Counties, 1989. This report provides a historical introduction to the county and a brief discussion of some county government terms. It also provides an outline of county government structures and furnishes state-by-state profiles. Section I of the Appendix contains summary tables related to county government structure and form. Section II contains a review of home rule and individual descriptions of home rule states.

Kemp, Roger L., ed. *How American Governments Work: A Handbook of City, County, Regional, State, and Federal Operations*. Jefferson, NC: McFarland & Company, Inc., 2002.

Office of Management and Budget. *Catalog of Federal Domestic Assistance*. Washington, D.C.: Superintendent of Documents, Government Printing Office, 1996. This catalog is issued annually. See chapter on intergovernmental relations in this publication for information relevant to local governments.

General Treatments

Blair, Richard and Reuben T. Harris. *Government at the Grass-Roots*. Pacific Palisades, CA: Palisades Publishing, 1986.

Cigler, Beverly A. "The County-State Connection: A National Study of Associations of Counties." *Public Administration Review* 54 (January/February 1994): 3-11.

DeSantis, Victor S. and Tari Renner. "The Impact of Political Structures on Public Policies in American Counties." *Public Administration Review* 54 (May/June 1994): 291-295. In this scholarly paper using 1989 data collected by the International City/County Management Association and the U.S. Bureau of Census, the authors examine the affect of the county form of government on public policy decisions and conclude that counties, through provisions allowing home-rule or various forms of government, are "greatly enhanced" in their ability to institute change and address the increasingly complex aspects of local government. Such discretion allows counties to be more flexible and professional in the way they address problems and deliver services today. Particular attention is paid to the linkages between government structure and total per capita spending and the spending differences between "reformed and unreformed" counties.

Duncombe, Herbert Sydney. *Modern County Government*. Washington, D.C.: National Association of Counties, 1977. This book provides a snapshot of a constantly changing county political system. County governments have recently been under great pressure to change due to population movement, the automobile, and other factors. The author contends that counties have not sufficiently adapted to such changes, and due to their outmoded design, are now unable to adequately meet the demands of their constituents. However, reality is forcing modernization in the county; and the author maps out the direction such change is likely to take.

Giles, William A., Gerald T. Gabris, and Dale A. Krane. "Dynamics in Rural Policy Development: The Uniqueness of County Government." *Public Administration Review* 40 (January/ February 1980): 24-28.

Hawkins, Brett W. and Rebecca M. Hendrick. "Do County Governments Reinforce City-suburban Inequalities? A Study of City and Suburban Service." *Social Science Quarterly* 75 (December 1994): 755-771. This article reports on a study that analyzed the "socio-spatial distribution," at the county level, of advantages and disadvantages of urban local governments. The study measured the benefits of county services distributed to city and suburban residents, trends in the city and suburban share of county taxes paid, and benefits experienced by the city and suburban population relative to taxes paid.

- Manahan, Jack. "What City Managers Can Learn from County Management." *Public Management (US)* 76 (March 1994): 22-24. This article discusses the lessons that city managers can learn from professional county government management. The author points out that counties are "growth markets" for professional managers.
- Marando, Vincent L. and Mavis Mann Reeves. "Counties as Local Governments: Research Issues and Questions." *Journal of Urban Affairs* 13 (1991): 45-53.
- Menzel, Donald C. et al. "Setting a Research Agenda for the Study of the American County." *Public Administration Review* 52 (March/April 1992): 173-182. This article discusses a study by eleven scholars who comprehensively reviewed the county government literature since 1900 in an effort to improve their knowledge of American county government.
- Menzel, Donald C., ed. *The American County: Frontiers of Knowledge*. Tuscaloosa, AL: The University of Alabama Press, 1996.
- "NACo Survey Shows Effects of Growth." *American City and County* 114 (June 1999): 86-87. Presents the results of a survey conducted by the National Association of Counties to assess county fiscal conditions in the United States. Discusses increases in property taxes, measures to increase revenue, and county revenue bond debt.
- Nalbandian, John and James Oliver. "City and County Management as Community Building." *Public Management (US)* 81 (May 1999): 20-22. This article discusses city and county management; i.e. "community building" information, trends, and challenges in the United States.
- National Association of Counties. "Fact Sheet: County Government." Washington, D.C., 1994.
- National Association of Counties. *Decade for Decisions, 1976-1986: The Bicentennial Symposium on the Future of County Government*. Washington, D.C.: National Association of Counties, 1977.
- Salant, Tanis J. "County Governments: An Overview." *Intergovernmental Perspective* (Winter, 1991): 5-9. This article provides a brief description of county government in the United States today. It traces the origins of the county in England, how it was adapted to the United States during colonial times, and how it has developed since. The author discusses some of the diversity found among county governments throughout the nation and how they are viewed by the public today. A table presenting the basic forms of county government is provided. The author also discusses contemporary county issues.
- Seroka, Jim. "Receptivity to Change and Modernization in Rural County Administration." *Journal of the Community Development Society* 15 (1984): 1-15.
- Spaid, Elizabeth Levit. "Counties Prepare for a Larger Role." *Christian Science Monitor* 87 (July 27, 1995): 4. This article closely examines the role acquired by American county governments in the aftermath of reduced levels of federal spending and new and increased responsibility for various federal and state welfare programs.

Waugh, William L., Jr. and Ronald John Hy. "The Administrative, Fiscal, and Policymaking Capacities of County Governments." *State and Local Government Review* 20 (Winter 1988): 28-31.

Waugh, William L., Jr. "States, Counties, and the Questions of Trust and Capacity." *Publius: The Journal of Federalism* 18 (Winter 1988): 189-198.

Special Topics

Abrahams, Mark D. "The Demise of Massachusetts County Government?" *Government Finance Review* 13 (April 1997): 39-40. This article focuses on many of the problems such as receivership, state intervention, abolition, and mismanagement of public office that are facing Massachusetts county governments.

Arquette, Brett. "Frugal IT Managers Can Cook Up Meaty Web Sites." *PC Week* 14 (December 22, 1997): 74. This article discusses the author's experience creating a county web site for \$200.00 and in getting it hosted by an Internet Service Provider as a public service.

Beck, Lynne. "Status of County Government in Massachusetts." *Government Finance Review* 13 (December 1997): 6. This article discusses legislation passed in Massachusetts to abolish three counties.

Berman, David R., Lawrence L. Martin, and Laura A. Kajfez. "County Home Rule: Does Where You Stand Depend on Where You Sit?" *State and Local Government Review* 17 (Winter 1985): 232-234.

Bertot, John. "Strategic Plans Key to County Success." *American City and County* 109 (September 1994): 14. The author discusses the need for county governments to upgrade their "business processes" to meet the challenges of "increased customer demand and competition" delivering more "products and services" and using fewer resources. Suggests that counties employ more information technology and strategic planning to accomplish this objective.

Chaloupka, William. "The County Supremacy and Militia Movements: Federalism as an Issue on the Radical Right." *Publius* 26 (Summer 1996): 161-175. The author examines the resurgence of county supremacy and the militia movement in American politics and their origins.

Cigler, Beverly A. "County Contracting: Reconciling the Accountability and Information Paradoxes." *Public Administration Quarterly* 14 (1990): 285-301. Contracting out government services to private providers is generally the most common type of privatization today. The trend is now to contract out many social services, operations of public works, and financing activities as well. This somewhat technical paper focuses on county contracting and accountability issues, including the question of whether or not to contract out. Information is provided on how counties can ensure contractor accountability to county government officials and the public. This analysis, using data from North Carolina, involves that state's experience with contracting and compares it to national data.

- “Court Upholds Kentucky Good Friday Holiday.” *Church and State* 52 (June 1999): 21. Court rules that Kenton County’s [Kentucky] closure of county government offices on Good Friday does not violate the First Amendment’s establishment of religion clause.
- Dudek & Company. *Privatization and Public Employees: The Impact of City and County Contracting Out on Government Workers*. National Commission for Employment Policy, 1988.
- Eberhardt, Bruce J., Steven B. Moser, and David McFadden. “Sexual Harassment in Small Government Units: An Investigation of Policies and Attitudes.” *Public Personnel Management* 28 (Fall 1999): 351-364. Authors investigate the application of sexual harassment policies in both small government units and in city and county governments. They discuss the implications of their study’s findings including the lack of consistency between the policy in place (when one exists), the lack of training and the handling of sexual harassment claims.
- Ghere, Richard K. “Aligning the Ethics of Public-private Partnership: The Issue of Local Economic Development.” *Journal of Public Administration Research and Theory* 6 (October 1996): 599-622. By means of a case study and from the perspective of personal moral standards and policy ethics, the author surveys the “ethical terrain” of public-private partnerships as they impact local public policy. The case in this study involved the partnership between a county government and a local chamber of commerce.
- Galper, Josh. “Generosity by the Numbers.” *American Demographics* 20 (August 1998): 24-26. Discusses county donations to United Way, an organization that collects and distributes donations. Also discusses methods for targeting potential donors.
- Jones, Foard F. “Pay Procedures and Voluntary Turnover: Does Procedural Justice Matter?” *Psychological Reports* 83 (October 1998): 475-482. Article reports on a study of voluntary turnover rates of county employees and their perceptions of fair compensation. A mathematical model is developed to predict resignations. Also discusses factors that contribute to perceptions of fairness in compensation and performance appraisal.
- Kerstein, Robert. “Suburban Growth Politics in Hillsborough County: Growth Management and Political Regimes.” *Social Science Quarterly* 74 (September 1993): 614-630. Analyzes the growth policy in suburban Hillsborough County, Florida from the mid-1950s through 1990.
- Marando, Vincent L. and Robert D. Thomas. “County Commissioners’ Attitudes Toward Growth: A Two-State Comparison.” *Social Science Quarterly* 58 (June 1977): 129-138.
- Marando, Vincent L. and Robert D. Thomas. *The Forgotten Governments: County Commissioners as Policy Makers*. Gainesville: University Presses of Florida, 1977. In this rather technical book, the authors use survey data collected from 253 Georgia and Florida county commissioners. The survey used in this study focused on the problems facing counties in these two Southern states, public attitudes, and the various responses that should be taken by the county commissioners in addressing these problems. The authors discuss some of the functional differences between counties and cities, and the issue of county growth as these governments become increasingly urban and modern.

Menzel, Donald C. "Collecting, Conveying, and Convincing: The Three C's of Local Government Interest Groups." *Public Administration Review* 50 (May/June 1990): 401-405. This article reports on four major local government public interest groups as they work to influence federal policy in the United States. These groups are the International City Management Association (ICMA), the National Association of Counties (NACo), the National League of Cities (NLC), and the United States Conference of Mayors (USCM). The author's emphasis is placed on reviewing and assessing the publications and research functions of these four groups.

Menzel, Donald C. "Governing the American County in the 21st Century." *Spectrum: The Journal of State Government* 69 (Summer 1996): 48-55. Discusses five important issues and challenges that American counties will be faced with in the 21st century: structure and organization of county government, leadership capacity, fiscal management, intergovernmental relations, and economic development. Menzel discusses attitudes and strategies to assist in facing these issues.

Morgan, David R. and Kenneth Kickham. "Changing the Form of County Government: Effects on Revenue and Expenditure Policy." *Public Administration Review* 59 (July/August 1999): 315-324. This article looks at the changing nature of county government in the United States and its effect on fiscal behavior. Also discusses the increase in the number of appointed county administrators, the spending practices of reformed versus "nonreformed" counties, and urban politics.

Pagano, Michael A. and Jocelyn M. Johnston. "Life at the Bottom of the Fiscal Food Chain: Examining City and County Revenue Decisions." *Publius* 30 (Winter/Spring 2000): 159-170.

"Savings Seen from Charging Inmates for Medical Care." *American Medical News* 39 (September 16, 1996): 27. This article reports on Kentucky county jails that are charging inmates for medical care services resulting in significant cost savings to the county government.

Schneider, Mark and Kee Ok Park. "Metropolitan Counties as Service Delivery Agents: The Still Forgotten Governments." *Public Administration Review* 49 (July/August 1989): 345-352.

Waugh William L., Jr. "Regionalizing Emergency Management: Counties as State and Local Government." *Public Administration Review* 54 (May/June 1994): 253-258. Suggests that counties are most logical level of government for basing emergency management agencies and why.

Yaffe, Jerry. "Institutional and Racial Barriers to Employment Equity for Hispanics." *Hispanic Journal of Behavioral Sciences* 16 (August 1994): 211-229. Discusses the discrimination and under-representation of Hispanics in the county government workforce and presents the results of a study looking at the issues of civil rights and equal employment opportunity for Hispanics in Los Angeles County, California.

Yaffe, Jerry. "Workforce Literacy in the Local Public Sector." *Public Personnel Management* 21 (Summer 1992): 227-261. The author investigates Los Angeles County, California and the problem of workforce literacy in local government.

Zimmerman, Joseph F. "Legislative Report: Abolish County Government." *National Civic Review* 83 (Spring/Summer 1994): 208. The author discusses a report by a Massachusetts senator calling for the abolition of county governments and the transfer of their roles and responsibilities to the state.

Zuckerman, Karen. "Legal Audits + Technology = Savings." *American City and County* 113 (June 1998): 6. This article focuses on how important it is for county governments' to review fee and expense guidelines for private legal services to help control outside legal costs. Also discusses the importance of county governments having a specific set of written reimbursement guidelines and what they should insist on when contracting with an outside firm.