



National Chamber Foundation • 1615 H Street, N.W. • Washington, D.C. 20062 • 202/659-6188

July 21, 1982

Ms. Aileen Anderson  
Office of the Chief of Staff  
West Wing  
The White House  
Washington, D.C. 20500

Dear Aileen:

Enclosed please find the information on the National Association of Towns and Townships which I mentioned to you last night. Please do not feel as though you and Jim are under any obligation to push this thing, but it certainly appears to be worth looking into.

I think it would be an excellent forum for the President to present his plans and ideas to Joe Citizen from the small towns.

According to Paula Alford at NATF, someone in Meese's office has given a preliminary okay to be considered. And it was included in the list of suggested scheduling plans presented to Craig Fuller by Tom Donohue of the Chamber.

As usual, we enjoyed your company at dinner last night. Let me know what the weekend plans hold for our motley crew.

Take care,

A handwritten signature in cursive script, appearing to read 'Kathryn M. Little'.

Kathryn M. Little

KML/sfh



**National  
Association of  
Towns and Townships**

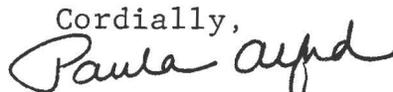
July 21, 1982

Kathryn M. Little  
Director of Development  
National Chamber Foundation  
1511 K St. N.W. Suite 334  
Washington, D.C.

Dear Kathryn:

It was a pleasure talking with you. Here are the two packages of information about our national association. You should know that we have been in touch with the Deputy Scheduling Director, Frederick Ryan, Jr., and Rich Williamson, Special Assistant to the President, who has promised to speak with Michael Deaver, Deputy Chief of Staff.

Thank you very much for your help. It is greatly appreciated.

Cordially,  
  
Paula N. Alford  
Federal Affairs Coordinator

July 15, 1982

Frederick J. Ryan, Jr.  
Deputy Director  
Appointments and Scheduling  
The White House  
Washington, D.C. 20500

Dear Mr. Ryan:

Thank you very much for returning my telephone call of July 13th so promptly. We are grateful that the White House is seriously considering our invitation to the President to address that NATAT national convention, and would welcome the opportunity to advise the conference attendees as soon as possible of the President's acceptance.

The convention will be held on September 9th and 10th. The number of people in attendance will range from 1000 to 1500. For planning purposes, the best time for the President to address the conference would be the morning of September 10th, but of course, we are more than willing to accommodate his schedule. The majority of the audience will be elected town officials.

Our membership has <sup>been</sup> and continues to be extremely supportive of President Reagan's policies, particularly his initiatives directed at returning responsibilities to local governments and decreasing federal regulation. Town officials operate on limited revenues, work closely with churches and civic groups to accomplish tasks, and believe firmly in local self-sufficiency. In sum, the President would be speaking to an audience appreciative of both his philosophy and policies.

Enclosed is a copy of our recently published annual report. For your information, other individuals invited to address the convention include: Senator Percy, Senator Glenn, Secretary of Transportation Drew Lewis, and Senator Dole. Representative Barber Conable and Senator Danforth are likely candidates for our Legislator of the Year awards.

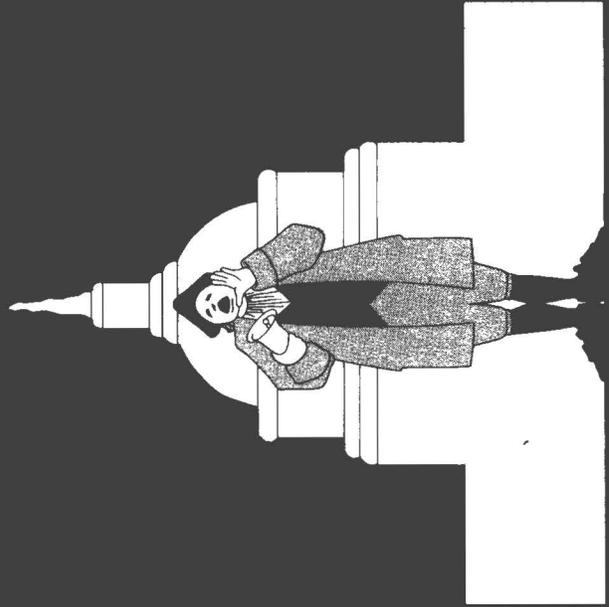
If I can provide any additional information to help expedite the decision, please feel free to call. Thank you again for your kind consideration. We are most appreciative.

Cordially,

Paula Alford  
Federal Affairs Coordinator

PNA/tss

# The Annual Educational Conference of the National Association of Towns and Townships



**National Association of  
Towns and Townships**  
1522 K Street, NW, Suite 730  
Washington, D.C. 20005

**DATED MATERIAL —  
PLEASE READ IMMEDIATELY**

**Featuring...**

- Keynote address by President Reagan (invited).
- Educational workshops to benefit your community.
- Legislative Exchange on Capitol Hill with your members of Congress.
- Special awards ceremony.

**MAKE YOUR VOICE COUNT!**

**Don't wait.  
Send for more  
information today.**

I want to **make my voice count** in Washington, D.C. Please send complete details about the upcoming national educational conference of officials from small communities.

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Phone: Home \_\_\_\_\_ Office \_\_\_\_\_

Return to: **National Association of Towns and Townships**, 1522 K Street, NW, Suite 730, Washington, D.C. 20005, or your state township association.



**MAKE YOUR VOICE COUNT**

Washington, D.C., September 8-10, 1982

Here's your chance to MAKE YOUR VOICE COUNT... in workshops with the latest on programs for your community... at general sessions addressed by top federal officials... with your members of Congress on Capitol Hill... with exhibitors showing products and services for your community.

It's all happening at the 1982 educational conference of the National Association of Towns and Townships. It's your opportunity to reach top-level decision-makers in Washington, D.C. and to find out more about funding for your community and ways to stretch scarce dollars.

The conference is coming September 8-10, 1982 at The Capital Hilton and more than 1,000 local officials from across the country are expected. Don't be left out! This conference has a program you won't want to miss.

President Reagan has been invited as keynote speaker. Top administration officials and key members of Congress will speak on a wide range of topics important to you.

You'll even be able to attend a Legislative Exchange on Capitol Hill where your Senators and Representatives will be invited to meet with you.

And there's more. The conference includes a luncheon banquet with speakers on important topics, and a welcome reception where you can rub elbows and exchange ideas with your fellow elected leaders from across the country.

Workshops at this year's conference will answer questions you've probably asked yourself:

- **General Revenue Sharing—Your Stake in Its Future**

Will General Revenue Sharing continue beyond

## The nation's towns are depending on you.

next year? Has your town's entitlement gone down? Find out why. And find out about new regulations that you should know about.

- **Funding for Town Services and Facilities**

In this day of government cutbacks, what are

**The 1981 conference  
was a big hit with attendees.  
Here's what some of them  
had to say about it:**

"The convention was great. I was proud to have been a part of it."

**Michigan Township Trustee**

"Thanks for an informative and terrific conference. It made me feel 10 feet tall."

**Ohio Township Official**

"I was impressed with the people attending and the good speakers."

**New York Town Official**

"I made a valuable contact at the Department of Housing and Urban Development regarding a local grant."

**Illinois Elected Leader**

town governments doing? Some are receiving assistance from new programs. Others are using block grants and other state sources. Some have developed creative cost-cutting methods. Still others are looking to the private sector for cooperation. Find out what your town can do.

- **Town(ship) Government Roundtable**

How can you work more effectively with your governor and state agencies? As state governments play a bigger and bigger role in local government affairs, you'll need to cooperate more with state officials. Join your colleagues from other states to learn how to work with your state government, and how town government works in general.

- **Make Your Voice Count**

How can you make your voice count? Learn how you can strengthen your voice in Washington—during the conference and throughout the year. Come and tell us what's most important to you. Let us know what issues you want NATaT to act on.

This year, there's a special treat for conference goers. For the first time, township officials will be eligible for cash and gift prizes. You may win if your state association has the largest attendance at the conference, or the largest increase in attendance over last year. Awards will be announced during the reception on Wednesday evening, September 8 at The Capital Hilton.

This year's conference will be the biggest and best ever. So make it a date. Mark your calendar for September 8-10 and come to Washington to MAKE YOUR VOICE COUNT. **Mail the form on the reverse side today!**

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**NATIONAL ASSOCIATION OF TOWNS AND TOWNSHIPS**

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**1981 - 1982 ANNUAL REPORT**

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**Reaching Out to Small Town America**

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The National Association of Towns and Townships is a non-profit membership organization offering technical assistance, educational services, and public policy support to local government officials from more than 13,000 small communities across the country. Through its Washington, D.C. headquarters, the association conducts research and develops public policy recommendations to help improve the quality of life for rural people. NATaT's educational conferences, training workshops, and specialized publications help small town officials cope with and manage change in their communities.

As the voice of small town America in the nation's capital, NATaT is a highly respected authority on rural community development matters. The association is often called on by federal and state officials to provide the small town viewpoint on important national domestic issues.

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The township was the first form of local government to be adopted in America, brought to the continent by settlers from England. First established in Massachusetts around 1620, township government moved west as the country grew, and

today serves nearly 63 million people.

Townships were originally known as the nation's rural form of government. This is no longer completely true, as a number of townships have developed characteristics and problems similar to urban communities.

Townships and other small communities differ from state to state, but most are governed by an elected board or council which often consists of a mayor or supervisor, a clerk and several officials called trustees or selectmen. Most town governments administer a wide variety of vital services such as fire and police protection, water and sewer systems, construction and maintenance of roads, emergency medical care, and aid to the poor.

To this day, small town governments reflect the values of our founding fathers. The town meeting is still held in many areas of the country, providing citizens with the opportunity to participate directly in the affairs of their community and shape its direction.

When NATaT was first established, towns and townships formed the cornerstone of its membership. Today, the association has expanded to reach across the country to small communities of all types.

COVER PHOTO BY TOM WACHS



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# NATIONAL ASSOCIATION OF TOWNS AND TOWNSHIPS

## 1981-1982 ANNUAL REPORT

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# BIG PROBLEMS IN SMALL TOWNS

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Ask the typical American city dweller for his or her impression of small town life in our country, and you'll probably hear about tree-lined streets, easy congeniality, unlocked doors, and a slower pace of life.

This ideal image stubbornly survives even though in many places it is badly out of focus with the reality of rural America.

During the 1970s, our nation's small towns and rural areas experienced drastic change. For the first time in 160 years, rural population growth outpaced growth in urban areas. But the benefits created by this growth – economic development, job opportunities, and a higher standard of living – fail to touch the lives of many rural people.

According to a 1979 White House report, about 40 percent of the nation's poor live in rural areas.

Virtually all the nation's persistently poor counties are rural, the study says.

According to the report, these figures translate into the same dismal living conditions that afflict many of our cities: substandard or non-existent health services, high unemployment, inadequate housing and sanitation, and a lack of transportation.

- *Health Care:* On a per capita basis, rural areas have 58 percent fewer physicians, 38 percent fewer dentists and 29 percent fewer nurses. Yet rural Americans suffer from a higher incidence of chronic disease and lose more days from work due to illness or incapacity than their urban counterparts.

- *Housing:* Three times as many rural housing units lack complete plumbing as urban units. More than two million rural Americans do not have running water in their



USDA PHOTO

homes; more than four million have inadequate sewage disposal systems or none at all; and many rely on sources of drinking water that fail to meet safe drinking water standards.

• *Transportation:* Rural Americans are very dependent on the automobile. Less than one percent with jobs away from home use public transportation to get there. Yet more than 57 percent of the rural poor and 45 percent of the rural elderly do not own an automobile, contributing even further to their isolation and immobility, not only from jobs, but from vital social services as well.

NATAT's large network of small town officials, who represent an enormous rural development potential, have been severely hampered in their efforts to deal with these problems.

Federal and state assistance programs have provided very limited help. In scope and scale, many of these programs are designed for the big city and work poorly in small towns. Or localities are shut out by red tape and a maze of incomprehensible regulations.

For these and other reasons, small communities are often overlooked while the lion's share of aid and the bulk of domestic policy planning goes to urban areas.

The 1980s are presenting more questions than answers due to major shifts in the federal role and fiscal policy. What does the new federalism mean to the small town mayor? How will regulatory reform and deregulation affect rural areas? Will the rural quality of life be changed by altered federal budget priorities?

These questions are complicated by the fact that many local officials

do not have the training or expertise needed to know where to turn for help or how to draw attention to the predicament in their communities.

"For a while, towns had money," says a local government official from New England. "But they don't anymore – the federal government does – and selectmen can't get grants because they don't know the rules of the game or have time to play it"

Today, rural officials face an added pressure: sudden unplanned growth in their communities. From 1970 to 1980, rural population increased by 15.8 percent, compared to only 9.8 percent in the city.

On the local level, these new rural residents – often fresh from

the city – are demanding costly, urban-type services.

"When people move in, they bring children, and that means schools, and fire and police protection, too," says a township official from Michigan. "The increase in population means more tax revenue, but it doesn't go up as fast as the demand for services."

In many rural areas, local taxing authority is being stretched to the limit and revenues are failing to keep pace with demand for new services and facilities.

A Rand Corporation report points to a typical case. Since 1960, Bow, N.H., has been converted from a farm town with 1,300 residents into a bedroom community of 3,200.

"People move in here who are accustomed to certain services,"



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PHOTO BY BRUCE ROSENTHAL



says a town administrator. "For a year or two they are content with low taxes, but then they start demanding snow clearance, black-top roads, street lights, and garbage pickup . . . Soon Bow will have to build a high school, a sewer system and a second fire station."

In a fairly short time, Small Town America has developed big problems which have become more and more difficult to manage.

"On the small town level, the local government – often led by part-time elected officials – faces a serious lack of resources with which to deal with the increasingly complex environment they face," says Dr. Landrum Bolling, consultant to and former chairman of the Council on Foundations.

Since it was founded in 1976, the National Association of Towns and Townships, through its state affiliates and individual members, has been helping small town officials overcome many of their difficulties and improve living conditions in their communities.

In 1981, NATaT's technical assistance program helped hundreds of small community officials find

solutions scaled to local problems. The association's education and information services, workshops and conferences helped local government officials hone their leadership abilities, learn new management skills, and refine old ones.

NATaT's policy research and development program helped federal and state officials shape new initiatives which recognize the unique conditions and characteristics of small towns and the local governments which serve them.

This 1981-1982 annual report shows how NATaT's full range of membership services and public policy projects has yielded the potential for an improved quality of life in rural communities, and a greater recognition of small town problems and needs by state and federal governments.

The association's 1981 national education conference, with a 50 percent rise in attendance over 1980, provided a valuable education for local government officials, and increased the awareness of key federal policy-makers. The conference brought together hundreds of local officials with such national figures as Vice President George Bush and other top-level administration and congressional leaders to discuss local needs and problems. Through the many workshops and exhibits, the delegates picked up valuable tools for managing their communities.

Throughout 1981, NATaT was heard and heeded at the White House and on Capitol Hill. Through NATaT's expert testimony invited by Congress, and numerous consultations with the president and White House staff, NATaT's members had a direct hand in shaping policies and decisions affecting

programs that have made a difference in the lives of rural people.

In 1982, NATaT will concentrate on ways for rural governments to involve the private sector more in the community development process. The association will be working to develop new and innovative approaches to local problems and to expand the resources that local leaders want and need to resolve the most serious problems facing their communities.

Through NATaT's increasing outreach efforts, America's small town officials will be able to make more of their talents and available resources to help rural people meet basic needs and achieve a higher quality of life.

Barton D. Russell  
NATaT Executive Director

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## A DOUBLE BIND

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Small town officials are caught in a dilemma today. Residents in our communities are demanding more services and improved facilities at a time when budget cutbacks are drastically shrinking the public dollar.

We are being forced to do more with less, and to make some very hard choices between conflicting demands.

NATaT is helping relieve this strain by finding ways that make the most of our limited resources. Last year, the association's staff and leadership worked tirelessly to make the jobs of rural government officials more manageable and to help ease the pressures on America's small towns.

The report that follows shows that NATaT is working more effectively than ever for its members.

Much of this success is due to the organization's experienced staff and the respect they have earned in Washington. NATaT's board of directors and advisory council have also helped the association become a dynamic national force for America's small towns.

Most of all, it is NATaT's membership network whose determined support at the local level makes the association an informed advocate for grassroots government.

I am confident that America's small towns and local government officials will survive their current problems, and with NATaT's help, they will learn how to thrive.



*Ed K. Krueger*  
NATaT President

PHOTO BY BRUCE ROSENTHAL



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## SERVING LOCAL OFFICIALS

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Finding local solutions to local problems: rural government officials need information and technical assistance that will help them help their communities.

NATaT's member services give critical support to community-based problem-solving efforts. Through the association's educational conferences and workshops, technical assistance program, and publications, local officials are learning how to analyze community problems, how to involve other levels of government and the private sector, and how to achieve results.

### **Education and Training on the Grassroots Level**

Through its network of state associations and direct members, NATaT has provided much-needed management training and support for America's rural officials, reaching even the most isolated communities that state and federal agencies have failed to touch.

These highly popular educational programs allow members to meet,

mix, discuss mutual problems, and exchange solutions. In 1981, NATaT's national staff helped create a number of new educational programs that addressed issues important to small communities.

At numerous state township association meetings, NATaT Executive Director Barton Russell presented up-to-the minute developments in federal policies – new federalism, regulatory reform, the budget – and how they will affect small communities. Russell spoke to 2,000 local elected officials in Michigan in January and to thousands more at annual state association meetings in New York City, Springfield, Ill., Cable, Wisc., and Indianapolis, Ind.

David Gallagher, NATaT's economic development coordinator, conducted workshops on economic and community development methods at these meetings. His presentations on federal grant/loan, and technical assistance programs, the effect of funding cutbacks on small communities, and ways to involve business and other private sector forces in local government helped thousands of local officials manage change and plan for the future in their communities.

NATaT programs are well-received. After a series of grantsmanship workshops in Michigan, virtually all of the local officials participating said that the program met their objectives and rated the sessions "very good" or "excellent".

"Having a NATaT representative available was a strong point of the workshop," said one participant. "The instructors were very well prepared and possessed unusual expertise," said another. One attendee said, "We appreciated the



PHOTO COURTESY OF PA. TOWNSHIP NEWS

individual attention we were given."

To multiply its small town outreach capabilities, NATaT joined with other organizations during the year to offer sorely needed services for rural officials.

In cooperative training efforts, NATaT co-sponsored a series of important seminars and conferences on small town management issues. With the American Public Works Association's Education Foundation, NATaT co-sponsored conferences in Denver and St. Louis on public works administration in small communities.

In December, NATaT began participating in the first of a series of statewide meetings around the country on the community development block grant program

administered by the Department of Housing and Urban Development (HUD). At these sessions, representatives of HUD, state governments, local officials, and public interest groups like NATaT discussed whether the states should choose the option of administering the federal community development program and what it would mean for local governments. NATaT was under contract to provide the small town viewpoint and rural development expertise at these forums.

Another conference, co-sponsored with the Corporation for Enterprise Development in Washington, D.C. dealt with new, community-based business as a way to revitalize the American economy.

### **Technical Assistance: Helping Rural Governments Help Themselves**

While small town officials are acutely aware of economic and management problems facing their communities, most of them lack the sophisticated know-how needed today to create comprehensive rural development strategies. Federal and state agencies often fail to help because of their limited capabilities. Many rural officials are looking to NATaT for "how-to" advice and information on local government management, funding programs, and community improvement techniques that will work in their towns. Through its technical assistance program, NATaT helps local officials find cost-effective solutions to their most pressing community development problems.



PHOTO COURTESY OF PA. TOWNSHIP NEWS



PHOTO COURTESY OF PA. TOWNSHIP NEWS

Requests for technical assistance last year came from rural communities in many states on all kinds of local problems: a community development official in a small town in Illinois needed advice and information on Urban Development Action Grants, a township board chairman in rural Minnesota asked for a source of financial help for repairing a deteriorating town hall, a township trustee in Indiana wanted to find federal help to start a badly needed vocational training program for disadvantaged residents, and a town official from Marshall, N.Y., was trying to find a way to expand and improve local sewer and water facilities.

By phone or by mail, NATaT's staff responded to calls for help, plugging local officials into a wide network of federal government

agencies, state associations, private resource organizations and other local officials whose expertise or funding help was needed.

Certain technical assistance requests required special handling. NATaT staff members did the legwork, finding answers to questions on long-term rural planning, financing public services, and other town management topics.

Last year, NATaT responded to hundreds of individual requests for assistance, not only from NATaT members but also from universities, government officials, corporations, and others concerned with rural development issues.

The association's Information Clearinghouse, an important element of the technical assistance program, distributed a wealth of technical information on problem-

solving resources for rural and small town governments. Searching out the most promising approaches to local problems, NATaT gleaned through often hard-to-find information – success stories, new technologies, federal assistance programs, town management tips – selected the most useful and distributed it free of charge. In 1981, NATaT distributed more than 6,000 technical manuals, booklets, brochures, and other publications to local officials.

This kind of technical information is also published in "Take Note" and "Toolbox", regular columns in the *National Community Reporter*, NATaT's bi-monthly news journal.

"Toolbox" contained valuable problem-solving ideas and sources for technical help. By providing



USDA PHOTO

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*"It's a question of managing change. Declining towns need help to reverse decay and unemployment. Growing ones need basic public services such as sewers and roads."*

Dr. Donna Shalala  
President, Hunter College

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PHOTO COURTESY OF BETTER ROADS

follow-up names and addresses with each news item, "Toolbox" helped put local leaders in touch with others who have solved similar problems.

The *Reporter's* "Take Note" section supplied helpful tips and reported on trends and new directions in small community management.

#### Information Outreach: Filling the Communications Gap in Rural America

A serious lack of information has hampered many small town officials in their effort to maintain and improve conditions for local residents. The problem is twofold: either they are unsure where to find the data they need, or what they are able to find falls far short of meeting local needs.

NATaT's information outreach program helped fill this gap. The heart of the program is the *National Community Reporter*, the association's bi-monthly news journal. The *Reporter* is the only regular national source of how-to information and ideas written exclusively for small town officials. Topics range from community and economic development funding alternatives to tested rural management and planning techniques.

Last year, the *Reporter* covered unique and affordable ways to improve public services in rural areas, such as water and sewer, health programs, transportation, fire protection, and administrative functions such as purchasing, planning and management, and local financing options.

For instance, the July issue's

special supplement gave in-depth coverage to emergency planning methods for small communities. By using the how-to approach, the *Reporter* gave readers a step-by-step guide to disaster planning and guidance on saving lives and property from emergencies like floods, fires, and tornadoes.

The *Reporter's* economic development column acquaints readers with important financial tools for their communities such as federal grants, municipal bonds, and rural enterprise zones. Legislative policy reports gave the latest word on the implications of new federal initiatives, with timely updates on action in Congress and what it would mean for rural governments and small town people.

Other regular items in the *Reporter* include updates on alternate technologies, book reviews, and announcements of seminars, conferences, and training meetings of interest to rural government leaders.

The value of the *Reporter* as a unique, important source of information was summed up last year by one small town official who said, "I've found excellent references and great articles and would not want to miss a single issue."

#### Unique Resource Directory

NATaT responded to a long-standing need of small town officials in 1981 by releasing *A Guide to Federal Resources for Small Communities*, a one-of-a-kind directory of financial assistance programs.

While most guides to funding assume that local officials are familiar with government agencies and their programs, the NATaT guide was written for the official who has never before sought gov-



BILL BURKE PHOTO

ernment assistance and doesn't know where to start. The guidebook explains the community economic development process and different types of funding, and gives a comprehensive listing of grant and loan programs in an easy-to-use format. It also explains how to attract and keep local business and industry and contains an extensive list of private and public agencies for additional information and help.

U.S. Senator Charles Mathias, Jr., said, "The book should prove to be invaluable to towns attempting to qualify for federal monies. I will keep it in my office as a source for questions from towns regarding federal aid."

#### **More Ways to Keep Local Leaders Informed**

Another element of the association's information program, the *NATaT Bulletin*, was expanded in 1981 from an informal monthly memo to a bi-weekly newsletter. The *Bulletin*, designed for rural government leaders, provides timely, easy-to-read news briefs on special interest items: professional management techniques, news of national activities, and other information on small community issues.

NATaT's member state associations also receive the *NATaT News Service*, a regular source of news for their magazines and newsletters. Information on federal programs and policy developments, NATaT's problem-solving and management resources, and other topics reached tens of thousands of local officials through the service last year.

State association officials were kept up-to-date on important public policy events in the nation's capital through NATaT's *Washington Report*. Last year, this bi-weekly

newsletter gave a detailed analysis of developments on the federal scene – changes in wastewater construction grants programs, the federal budget, general revenue sharing, the new federalism – and their potential impact on small communities.

#### **The Nation's Biggest Town Meeting**

One of the most important educational events NATaT offers members is the annual national educational conference, held last year September 9-11 in Washington, D.C.

Hundreds of small community leaders came to hear the Reagan administration's and Congress' views on federal-local relations from top-level office holders: Vice President George Bush, Commerce Secretary Malcolm Baldrige, Agriculture Secretary John Block, Transportation Secretary Drew Lewis, Energy Secretary James Edwards, White House Intergovernmental Affairs Assistant Richard Williamson, and U.S. Rep. Barber Conable, Jr.

At a NATaT-sponsored congressional exchange on Capitol Hill, more than a thousand town officials, members of Congress and federal agency representatives met

to discuss federal General Revenue Sharing, block grants, and other policy issues of equal concern to Congress and to small communities.

During the conference, NATaT unveiled its Legislator of the Year Award program. Conference delegates honored four members of Congress who have distinguished themselves in their support for small community issues and efforts to improve the quality of life in rural areas.

Workshops conducted by NATaT staff and program experts covered a variety of financial support programs, acquainted listeners with state and federal resources for small communities, and gave small town officials an opportunity to exchange self-help ideas with colleagues from other states.

Educational exhibits afforded town officials an opportunity to discuss local government products and services with agencies and private firms that seldom reach rural communities.

NATaT is building on past success in planning this year's conference, and is working to make the event an even more valuable educational experience for small town leaders.



BILL BURKE PHOTO

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## EXPANDING THE SMALL TOWN POLICYMAKING ROLE

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Our nation's small communities are being pulled in many directions at once. Population growth, burgeoning development, stagnation in the midst of development, demands for more local services – all these strains are afflicting America's small towns.

Yet, national and state policy-makers continue to concentrate almost exclusively on urban problems. In the few instances when small town needs are considered, policy is hampered by inaccurate data and a near total lack of understanding of the needs and problem-solving potential of small town governments.

As a result, small towns are too often pushed into programs which are inappropriate in scale and scope to their communities' and their residents' needs. When national programs and policies fail in these rural areas, they run up major costs, both economic and social.

NATaT is working to overcome this failure with a double-purpose policy research program. First, with its expertise on small towns and their needs, the association helps national decision-makers shape policy which works – both in cost

and function – for small towns. Second, by analyzing federal initiatives and distributing information about them, NATaT keeps rural officials abreast of decisions and actions on issues like hazardous waste siting, farmland preservation, and other rural concerns that directly affect life in their communities.

To ensure that the small town perspective is reflected in the policy making process, NATaT meets frequently with administration officials.

In an early February 1981 meeting with President Reagan and cabinet officials, NATaT leaders discussed the administration's economic recovery program and its possible impact on rural people.

Later in the year, association representatives met with Agriculture Secretary John Block to discuss new directions in federal rural development programs, and with Housing and Urban Development Secretary Samuel Pierce, Jr., to provide the small town viewpoint concerning the possible shift of many federal funding programs to the states.

In an effort to promote equity for small towns, NATaT leaders



OFFICIAL WHITE HOUSE PHOTO

and staff maintained a working relationship throughout the year with sub-cabinet department officials and with the staff of the White House Office of Intergovernmental Affairs.

During the year, Congress frequently called upon NATaT to provide information on ways to extend the benefits of federal economic development initiatives to small communities. NATaT's testimony generally focused on proposals that would involve the private sector, create jobs, and prove to be cost effective.

NATaT members also presented their views in person to House and Senate panels. Speaking before a Senate subcommittee in February, NATaT First Vice President George Miller of Illinois pointed to proposed reductions and the expected effect on small communities.

Later in the year, two town supervisors testified at a subcommittee hearing, describing the frustration of NATaT members with federal mandates and regulations.

Association staff members also worked with the Congressional Rural Caucus, a non-partisan legislative group, composed of more than 100 members of Congress who have a strong concern for small town problems.



PHOTO BY BRUCE ROSENTHAL

Through reliable, informed testimony, NATaT has become known as the voice of small town America in the nation's capital. This expertise has earned the association the respect of top leaders in Washington.

During the past year, much of the association's policy research effort was directed toward the priorities of the Rural Governments Coalition. The national coalition is composed of NATaT, the National Association of Development Organizations, the National Association of Counties, and the National Association of Regional Councils, in cooperation with the National Governors Association.

Co-founded by NATaT in 1980, the coalition provides a forum for local government representatives to exchange views, ideas, and research findings on a regular basis. The coalition was formed to promote an understanding of the needs and roles of rural governments in the intergovernmental system.

Late in 1981, NATaT was chosen on behalf of the coalition to convene a national symposium called "Rural Governments in a Time of Change: Challenges and Opportunities." The event will take place in March at the Johnson Foundation's Wingspread Conference Center in Racine, Wisconsin. Rural government officials, federal and state agency representatives, academicians, and other participants will discuss the rapidly changing role of rural governments and develop methods to help rural officials cope with the new needs and demands of countryside residents.

NATaT Executive Director Barton Russell is serving as chairman of the coalition for 1982.

As the association's expertise has grown, so has its presence in the media. Last year, NATaT was cited by several prominent newspapers and respected journals:

- An article in the *Wall Street Journal* in December described how NATaT was working with the White House on federal funding options for local governments.
- In a major feature on population growth in the United States, a November issue of the *National Journal* cited NATaT's call for state and federal funding to help rural governments provide vital services.
- *The New York Times* on September 20 mentioned NATaT as an example of how smaller communities are gaining influence on the national level.
- On September 10, the first full day of NATaT's 1981 national conference, the *Christian Science Monitor* pointed to the event and the top-ranking administration officials who were attending as an indication of how NATaT was helping to close the gap between the grassroots and the nation's capital.

According to J.C. Doherty, rural planning and development expert and co-author of *Growth and Change in Rural America*, "With the exception of the National Association of Towns and Townships, no public interest group in Washington is concerned with the condition of smaller communities, their place in the nation's scheme of things, and their legislative and administrative needs."

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## MEETING CHALLENGES THAT FACE SMALL COMMUNITIES

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The primary problem confronting small town officials is how to cope with change and maintain and improve the quality of life in rural America. This problem could intensify in many local jurisdictions as more domestic program responsibilities are shifted to local and state levels.

During 1982, NATaT will be working to alleviate this rising pressure on small towns.

The association is planning a major expansion of its leadership training, policy research, and information outreach programs. An emphasis will be given to self-help programs for local officials interested in developing their communities' economic resources.

NATaT will channel information to its members on new state-sponsored development programs and will provide training in emerging community development techniques. Direct assistance on rural development problems will be provided to a limited number of economically distressed communities.

Other training efforts will include the association's meetings and workshops, which will concentrate on building small town

administration skills and management techniques for small community officials.

A better-than-ever national conference is planned, with an expanded series of informational and how-to sessions, including a community development workshop.

In addition to these activities, NATaT will continue to provide strong support to its state association affiliates for their education and training programs.

As funding becomes available, the association will implement its Grassroots Government Leadership Development Program. This action program would encourage new leadership roles for local officials by helping them improve their policy and decision making skills. The program is part of NATaT's planned National Rural Government Institute, through which the association will also coordinate major research and policy development initiatives on issues of concern to small jurisdictions.

The March symposium, "Rural Governments in a Time of Change: Challenges and Opportunities," will focus on the changing roles of

VERMONT PHOTO DIVISION



rural governments and methods to help local officials cope with the rising demands of a growing population.

A NATaT-sponsored March seminar on rural enterprise zones will bring together congressional staff members, federal officials, public interest groups, policy researchers, corporate officials and local government representatives. They will discuss ways in which the private sector can help revitalize rural economies. The seminar will be videotaped for broadcast on public television stations across the nation.

In May, NATaT will co-sponsor a rural population growth seminar in cooperation with the Population Resource Center. At this meeting, participants will examine the burdens that growth has placed on local governments, discuss ways to respond to ensuing problems, and examine new opportunities for rural economic development.

In response to a dramatic need, the association is sponsoring an April seminar on the financing of rural government services and facilities. Local government officials and other participants will investigate creative financing techniques and methods for cooperation among federal, state and private sectors.

In another series of policy meetings called Countryside Development Forums, NATaT will help participants look at the most critical problems facing rural areas and find ways for business, government and non-profit organizations to cooperate in solving them.

National policy making will remain another high priority. As Congress and the Reagan administration hammer out the details of

the new federalism plan, NATaT will be working to ensure that small town interests are protected.

The association will also focus on the 1983 federal budget process in an effort to ensure that small communities receive a fair share of program funds.

Through two seats on the newly created National Advisory Council on Rural Development, NATaT will increase the impact of local officials on federal policy making. This Department of Agriculture group will assist the secretary in identifying the most serious rural development problems, and guide the administration's efforts to respond to these problems.

NATaT will continue its effort to create three new positions for small town officials on the U.S. Advisory Commission on Intergovernmental Relations. This important body, which conducts public policy research and makes recommendations to government leaders, lacks representation from rural officials. Congress will hold hearings on the possibility of expanding commission membership this year.

NATaT's publications program will expand with a series of special issue reports on topics ranging from the affects of rural population growth to the question of how to finance local government services and facilities in this era of limited public resources. Based on research presented at NATaT-sponsored seminars, follow-up reports will provide much-needed direction to local officials in their search for ways to manage change in their communities.

In an effort to expand its small town outreach network, NATaT will continue its membership development activities, and initiate

new membership strategies.

NATaT will continue to fulfill a joint support service agreement set up in 1980 with the National Association of Smaller Communities. NATaT provides information and technical assistance services directly to NASCO, which is made up of small city officials and rural community development professionals in 31 states.

The association will also conduct a direct mail membership campaign to increase its direct member rolls.

Association board members and staff will be working with rural government leaders in a number of states to organize new small town associations.

NATaT enjoys the staunch backing of local officials in 13,000 communities nationwide, and has a proven track record with Congress and the White House. The association is well-established to provide both a wide range of membership services and expert public policy analysis.

With this kind of support and track record, NATaT is ready to meet the challenges that face small communities in the months and years ahead.



FARMERS HOME ADMINISTRATION

# SOURCES AND USES OF FUNDS

1981 was a relatively good year for the National Association of Towns and Townships from a financial standpoint. Income increased by 60 percent over 1980, and for the first time, the organization ended the year with a modest contingency fund. Some of the increase came from new sources of funds tied to expanded technical assistance for small town officials and improved public policy research projects.

During the year, NATaT began efforts to expand and diversify its income base. Fund raising initiatives included a new corporate development program, publication sales,

research and training contracts, and an expanded educational conference and exhibit program.

Looking ahead, the association anticipates increased revenues from dues as the result of a new membership dues system recently adopted by the board of directors. The association will also work to substantially expand its corporate development program, and its foundation grant portfolio to support new leadership training and research programs. An expanded direct membership program is also expected to generate additional funds.

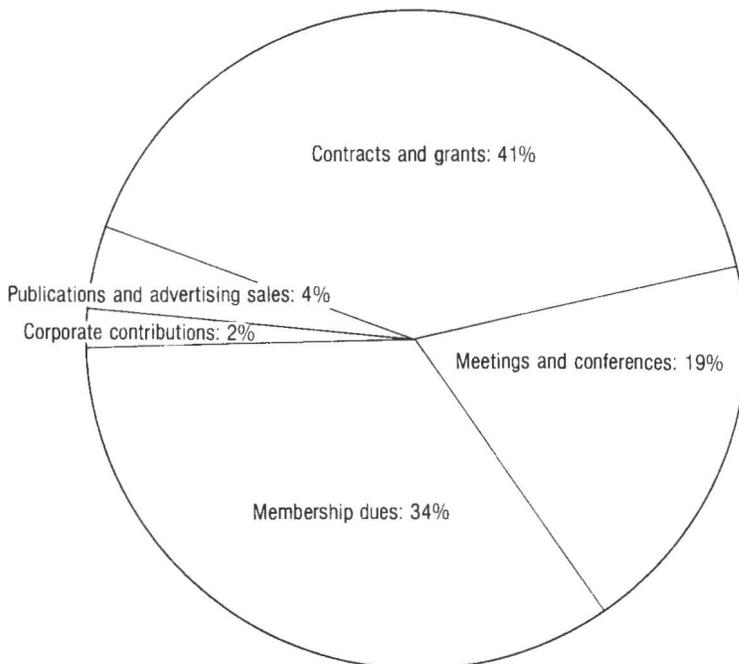
NATaT's strong membership provides a portion of the association's operating and program funding support. NATaT would also like to thank those foundations, corporations, and agencies that have provided generous support for association programs that reach out to small town America and

improve the quality of life for rural people:

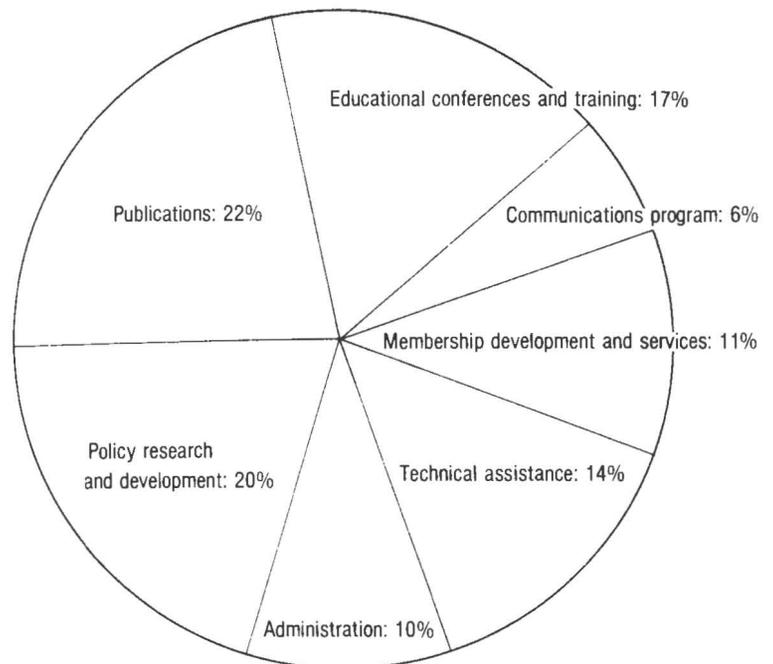
- U.S. Economic Development Administration
- U.S. Department of Housing and Urban Development
- U.S. Department of Agriculture
- Federal Emergency Management Agency
- The Johnson Foundation
- The McDonald's Corporation
- The Amoco Foundation
- RCA

The National Association of Towns and Townships is a tax-exempt, non-profit 501(c)(3) corporation, and is authorized to accept grants, contributions, and contracts from private foundations, corporations, government agencies, and profit and non-profit organizations.

SOURCES OF FUNDS



USES OF FUNDS



Calendar Year Ending December 31, 1981

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## THE EXECUTIVE DIRECTOR

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When Bart Russell was hired in 1976 as NATaT's first executive director, the board of directors told him they had high expectations. The challenge to Russell was to launch an organization that would be highly respected voice for America's small towns, and a service center for more than 13,000 small jurisdictions around the country.

Now in his sixth year at the helm, Russell has made great strides in satisfying those aspirations. Under his direction, NATaT has a competent staff, publishes a nationally renowned news journal, sponsors a one-of-a-kind national conference series for small town officials, and offers an array of technical assistance services to help local leaders take advantage of resources and new problem-solving methods designed for small communities.

In addition to these important services, Russell started the association's rural development policy research program. Through this program, small town officials have gained visibility and influence at the national level as NATaT helps federal decision-makers shape

policy that works in small jurisdictions.

He also created NATaT's national advisory council, which includes some of the nation's most respected small town policy experts. Through their involvement in association policy efforts, council members have helped NATaT earn the high reputation it enjoys today.

During the past six years, Russell has logged thousands of miles coast to coast spreading NATaT's message: small town officials are an integral part of the American system of government. Because they operate at the grassroots level, town officials have a special ability to provide efficient, effective, and economical services to their residents.

Russell, himself a former rural government official, is a member of the National Advisory Council of the Corporation for Enterprise Development, the Small Town Advisory Committee of the Congressional Rural Caucus, and the Advisory Council of the American Rural Health Association. In 1981, Russell was elected chairman of the national Rural Governments Coalition.

BILL BURKE PHOTO



# NATaT'S VOLUNTEER LEADERS

## National Board of Directors

NATaT's governing body is comprised of individuals who have a strong background in small town government and who, through their respective state associations, have a direct link to small towns and a clear understanding of their problems and needs.

### Ed K. Krueger, President

Executive Director, Wisconsin Towns Association  
Editor, Wisconsin Towns Association Newsletter  
Clerk of Richmond Township, Shawano County, Wisc.  
Member, USDA National Rural Development Advisory Council  
Member, Wisconsin Small Cities Block Grant Committee

### George H. Miller, First Vice President

Executive Director, Township Officials of Illinois  
Editor, *Illinois County and Township Official*  
Member, USDA National Rural Development Advisory Council  
Member, Advisory Board, Illinois Community Information and Education Service  
Former Trustee of Leyden Township, Ill.  
Former President, Township Officials of Ill.

### Michael H. Cochran, Second Vice President

Executive Director, Ohio State Association of Township Trustees and Clerks  
Editor and Publisher, *Ohio Township News*  
President of the Reynoldsburg, Ohio, City Council  
Private Attorney

### B. Kenneth Greider, Secretary-Treasurer

Executive Director, Pennsylvania State Association of Township Supervisors  
Publishing Director, *Pa. Township News*  
Chairman, Pennsylvania Local Government Conference  
Kellogg Fellow, Public Affairs Leadership Program, Pennsylvania State University  
Chairman, Pennsylvania Intergovernmental Council

### Robert R. Robinson, Immediate Past President

Executive Director, Michigan Townships Association  
Editor, *Michigan Township News*  
Member, Michigan State Assessors Board  
Member, Michigan Council of Intergovernmental Relations  
Member, Michigan Council on Rural Development  
Former Supervisor of Meridan Charter Township, Mich.  
Former Chairman, Ingham County, Mich., Board of Supervisors

### Leo Gray

Advisor, North Dakota Township Officers Association  
Former President, North Dakota Township Officers Association  
Supervisor of Greendale Township, N.D.  
Vice President, Richland County Township Officers Association

### Wilfred Johnson

President, Indiana Township Trustees Association  
Trustee of Jackson Township, Ind.  
Former Member of the Cambridge City, Ind. Council

### John Kirvin

President, Association of the Towns of the State of New York  
Supervisor of the Town of Rotterdam, N.Y.  
Commissioner, Capital District Regional Planning Commission

### Glenn Pierce

President, South Dakota Association of Townships  
Supervisor of Bangor Township, S.D.  
Chairman, Brookings County Township Association  
Member, Board of Directors, Land o' Lakes Corporation

### David Russell

Executive Director, Connecticut Council of Small Towns  
Member, Granby, Conn., Planning and Zoning Commission  
Member, Connecticut Governor's Advisory Commission on Block Grants  
Member, State Rural Development Council  
Former Member, Granby Board of Selectmen  
Former Granby Town Manager

### Ervin Strandquist

First Vice President, Minnesota Association of Townships  
Treasurer of Foldahl Township, Minn.  
Chairman, Marshall County Association of Townships  
Chairman, Northwest Minnesota Regional Development Commission  
President, Minnesota Association of Regional Councils

### James Totten

President, New Jersey Association of Towns and Townships  
Assistant Editor, *The News of the New Jersey Township Association*  
Committeeman of East Amwell Township, N.J.  
Chairman, East Amwell Township Board of Health

### Jean Levesque, Ex Officio Member of the Board

President, National Association of Smaller Communities  
Mayor of Salem, Mass.

## National Advisory Council

NATaT's Advisory Council is composed of university professors, business and government leaders, and foundation officials. Diverse in occupation and expertise, they are united in their understanding of small town problems, and their many years of experience in helping to find solutions.

### Bob Bergland

President, Farmland-Eaton World Trade. Mr. Bergland was secretary of agriculture in the Carter administration. He is a former member of Congress and served on the House Agriculture Committee. Under his leadership, the White House developed the first small community and rural development policy in 1980.

### Dr. Landrum Bolling

Distinguished Research Professor, Institute for the Study of Diplomacy, Georgetown University School of Foreign Service; Consultant, Council on Foundations. Until recently the Chairman of the Council on Foundations, Dr. Bolling is a former president of the Lilly Endowment, where he encouraged support for several important rural development projects.

### Dr. Herrington Bryce

President, National Policy Institute. The former vice president for research at the Academy for Contemporary Problems, Dr. Bryce is an economist and has served as a consultant, senior researcher and professor. He is the author of the book *Small Cities in Transition*, and is well known for his understanding of small town management and planning issues.

### Dr. Daniel Elazar

Director, Center for the Study of Federalism at Temple University. An internationally renowned political scientist, Dr. Elazar has written or edited more than 20 books, including *Cities in the Prairie*. He is the editor of *Publius*, a journal on federalism.

### Dr. Leigh Grosenick

Director of the Graduate School of Public Administration at Virginia Commonwealth University. Dr. Grosenick is a former research director of the University of Minnesota's Municipal Reference Bureau and former director of the Minnesota Governor's Office on Federal Relations. He presented a major paper, "Grassroots Capacity Building in Rural Areas," at the first national Conference on Non-metropolitan Community Services Delivery at Ohio State University.

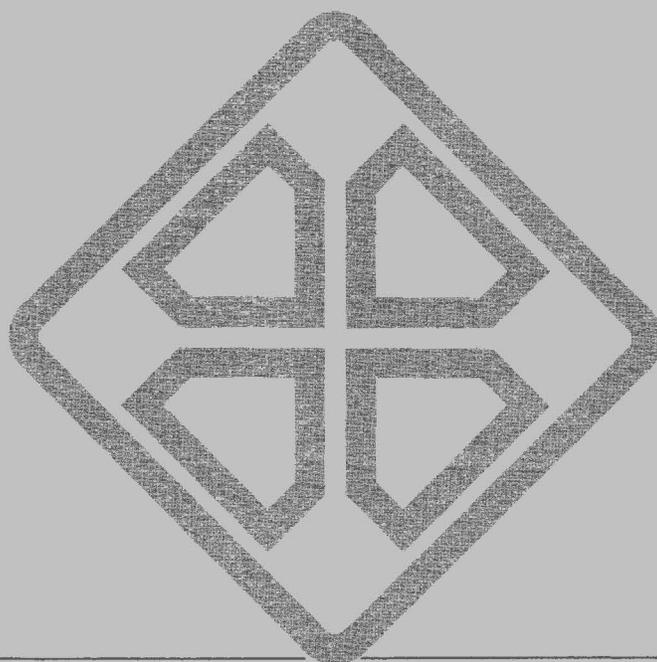
### Dr. Robert Hawkins

President, Sequoia Institute. Appointed by President Reagan to the U.S. Advisory Commission on Intergovernmental Relations, Dr. Hawkins is a former director of the state and local government program of the Woodrow Wilson International Center for Scholars. He is a recognized expert on federalism, a member of the President's Federalism Advisory Committee, and has a longstanding interest in small town issues.

### Dr. Barry Wellar

Professor, School of Urban and Regional Planning and Department of Geography, University of Ottawa, Canada. Until recently, Dr. Wellar was director of non-metropolitan development for the government of Canada. In that position, he directed a major national study of the public management problems of small, rural communities in his country. Dr. Wellar has held numerous teaching and research positions, chaired important national and international conferences and has been a featured speaker on local government issues in the U.S. and abroad.

NATIONAL ASSOCIATION OF TOWNS AND TOWNSHIPS

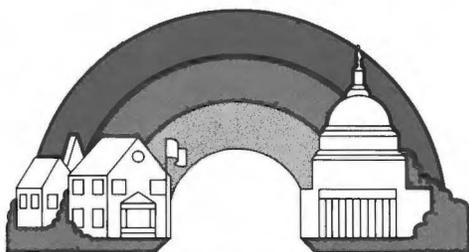


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**Annual Educational Conference  
National Association of  
Towns and Townships**

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The Capital Hilton  
Washington, D.C.  
September 9-11, 1981



**BRIDGING THE GAP**  
Between Grassroots Government and the Nation's Capital

# PROGRAM AT A GLANCE

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## Wednesday, September 9, 1981

Noon-  
5:30 p.m. Conference Registration/Information

Noon-  
7:30 p.m. NATaT/Federal Resources Exhibit

3:00-  
7:30 Exhibits

5:30-  
7:00 "Meet the Delegates" Reception

7:30 NATaT Board of Directors Meeting

9:00-  
11:30 a.m. General Session

11:30 a.m.-  
12:15 p.m. Cash Bar

11:30 a.m.-  
3:00 p.m. Exhibits

12:15-  
2:30 Luncheon Banquet and  
"Legislator of the Year" Awards

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## Thursday, September 10, 1981

8:00 a.m.-  
4:00 p.m. Conference Registration/Information

8:00 a.m.-  
4:00 p.m. NATaT/Federal Resources Exhibit

8:00-  
11:30 a.m. General Session

11:30 a.m.-  
12:15 p.m. Cash Bar

11:30 a.m.-  
4:00 p.m. Exhibits

12:15-  
2:00 Luncheon Banquet and  
Special Honors and Recognition

2:30 and  
3:45 Educational Workshops

5:00 p.m. Buses leave for Congressional Reception

5:30-  
7:30 Congressional Reception

7:15-  
8:00 Buses return to The Capital Hilton

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## Friday, September 11, 1981

8:00 a.m.-  
4:00 p.m. Conference Registration/Information

8:00 a.m.-  
3:00 p.m. NATaT/Federal Resources Exhibit

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## PROGRAM CONTENTS

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# THE NATIONAL ASSOCIATION OF TOWNS AND TOWNSHIPS

The National Association of Towns and Townships (NATaT) promotes at the national level the interests of local government officials from over 13,000 predominantly small communities across the country. Through its state associations and direct member network at the grassroots level, NATaT provides a voice in the nation's capital for what is often referred to as "small town America."

The Association offers a wide range of essential programs and services tailored to fit the unique needs of its member local officials. NATaT is, by far, the largest and broadest based organization of its kind in the nation today.

## Program and Service Highlights

Because they are responsible for a wide range of public services, town officials need, but often do not have, basic information about federal and state programs and policies which are intended to meet local community needs. To help fill this void, NATaT provides:

### Information Outreach

- NATaT's *National Community Reporter* is considered a premier publication in the local government field and receives high marks from town officials and other people involved with community development activities at the local, state and national levels:

From a town official, "I have just received my first issue of the *National Community Reporter*. I would like to compliment you for what I consider a very informative newspaper. . . . I especially like your policy of giving names and addresses of sources of information."

"The *Reporter* has already proven to be very valuable because it alerted us to the availability of information on a circuit rider program which we are seeking to establish in our region. I look forward to receiving it on a regular basis," one reader wrote.

A state government official said, "The *Reporter* is the best thing going in rural development."

The TOOLBOX section of the *Reporter* contains valuable problem-solving ideas, and helps put community decision-makers in touch with others who have solved similar local problems. The TAKE NOTE department offers useful "briefs" on trends, actions, and news from the Capital concerning smaller jurisdictions. And, the engaging VIEWPOINT series includes the critical opinions of national policymakers involved with issues of vital concern to NATaT's members.

- The Association also fosters new information "connections" through NATaT's *News Service*, which was created to provide locally-based publications with a regular source of community development and township information. Through other newsletters and magazines, the Association is able to give town officials nationwide important, fast-breaking news and information about federal programs and national policy developments. By capitalizing on the communications networks of these publications, NATaT now reaches out to upwards of 60,000 local officials.

- The National Association has published a one-of-its-kind directory for local officials, entitled *Guide to Federal Resources for Small Communities*. This unique directory is designed to help identify sources of assistance — funding and guidance — to address community needs. The *Guide* is ideally suited for local government officials who have had little experience seeking federal or state aid, but are interested in doing so. The *Guide* will be updated in early 1982 to incorporate changes in federal and state programs.

- Because many townships do not have the capability to keep abreast of new information sources and local problem-solving materials which are made available by state and federal agencies or other organizations around the country, NATaT has established an information clearinghouse program to provide local officials with a centralized source for obtaining these materials. In addition, the Association's staff actively seeks out new sources of information from government agencies, universities, and other non-profit groups. The information is promoted via the *National Community Reporter* and through other forums, and is being distributed upon request at no cost to town officials.

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## Educational Conference

Every year hundreds of local officials from across the country convene in Washington, D.C. for what some have called the biggest "town meeting" ever held — NATaT's annual national conference.

This unique educational forum offers Association members a wide variety of programs especially oriented to grassroots government leaders:

- Educational workshops for town officials covering a range of current and vital local government topics.
- Information and materials about federal and state funding programs, in which smaller communities are eligible to participate.
- A legislative "exchange" with congressional leaders on Capitol Hill.
- General policy sessions addressed by White House and agency officials and key Members of Congress.
- A "Meet the Delegates" program, during which conference attendees have an opportunity to "compare notes" with local officials from different regions of the country.

In addition to its national conference series, NATaT's staff helps coordinate numerous state-based training workshops and federal policy seminars.

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## Technical Assistance

To supplement the basic information it provides to local officials through its national newspaper, information clearinghouse and special publications, NATaT offers technical assistance and guidance to local officials who would like advice on how to get through the often complex maze of federal rules or regulation which thwart local initiatives.

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## Research and National Policy Formation

"With the exception of the National Association of Towns and Townships, no public interest group active in Washington is concerned with the condition of smaller com-

munities, their place in the nation's scheme of things, and their legislative and administrative needs."

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J.C. Doherty is a Washington, D.C. writer specializing in rural planning, development, and government issues. He was formerly with the U.S. Department of Agriculture, and is co-author of *Growth and Change in Rural America* (Urban Land Institute, 1979).

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To help ensure that federal policies affecting NATaT's members are appropriately scaled to local conditions and needs, Association staff conducts research and develops policy recommendations for consideration at the national level.

In this vein, NATaT is frequently called upon by Members of Congress and federal officials to provide the Association's views on important domestic policy issues concerning such matters as energy conservation and resource allocation, sewer and water programs, General Revenue Sharing, agricultural land preservation proposals, and regulatory reform efforts.



National Association of  
Towns and Townships  
1523 O Street, NW  
Washington, DC 20005  
202/462-0265

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## National Association of Towns and Townships

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### Programs and Services

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The National Association of Towns and Townships (NATaT) offers a wide range of essential programs and services tailored to fit the unique needs of its member local officials.

NATaT will send you . . .

- \_\_\_\_\_ General information about the National Association
- \_\_\_\_\_ Details about membership programs
- \_\_\_\_\_ Subscription to NATaT's *National Community Reporter* (\$12 per year)
- \_\_\_\_\_ *A Guide to Federal Resources for Small Communities* (\$15 per copy)
- \_\_\_\_\_ National Conference information
- \_\_\_\_\_ *National Community Reporter* advertising information

Name \_\_\_\_\_

Community or Organization \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_

Return to: National Association of Towns and Townships, 1523 O Street, NW, Washington, DC 20005 or phone 202/462-0265.

## WELCOME TO WASHINGTON

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On behalf of the Board of Directors of the National Association of Towns and Townships (NATaT) we applaud you for your commitment to strong local self-government, which is demonstrated by your attendance at the Association's second national conference, BRIDGING THE GAP . . . Between Grassroots Government and the Nation's Capital.

Your participation in this educational conference is critical because of the changes now taking place at the federal level which will affect local governments in the years ahead. As you know, a new presidential term has begun and Congress will be taking actions which may shift new responsibilities to the town level. As a delegate to this year's BRIDGING THE GAP conference, you will have an opportunity, through interaction with national leaders, to help shape future federal influence on your community.

During the next few days, you will hear from White House representatives, key Members of Congress, and other federal officials on matters of vital concern to you and the citizens you represent. By joining with your colleagues from around the country who are attending this conference, you are helping to ensure that these national decision-makers understand the importance of town(ship) government and the viewpoint of the "grassroots."

The conference title, BRIDGING THE GAP, symbolizes the significance of local officials in government as "partners" in the intergovernmental system. We have designed the conference to highlight your role in this partnership, and provide you with up-to-date information and materials on policies and programs which relate to your needs and concerns as local government officials.



**Ed Krueger,**  
President  
National Association of  
Towns and Townships



**George Miller,**  
First Vice President,  
Conference Planning  
Committee Chairman  
National Association of  
Towns and Townships



**Barton D. Russell,**  
Executive Director  
National Association of  
Towns and Townships

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The NATaT Board of Directors hopes your participation in the conference programs proves to be a rewarding experience, and we look forward to working with you in the months and years ahead in a continuing effort to "bridge the gap" between your community and Washington, D. C.

We would like to offer special thanks to the conference exhibitors who have added greatly to the educational focus of our sessions.

Finally, we recognize and appreciate the leadership and staff of both the State and National Associations for their commitment to making the BRIDGING THE GAP conference a great success.

The National Association of Towns and Townships would like to thank the McDonalds Corporation for its support of the BRIDGING THE GAP conference.

## GENERAL INFORMATION

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### Conference Registration

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Registration for the BRIDGING THE GAP educational conference will take place on the Upper Lobby of The Capital Hilton, Washington, D.C. The Conference Registration/Information Desk will be open Wednesday, September 9, from noon-5:30 p.m.; Thursday, September 10, from 8:00 a.m.-4:00 p.m.; and Friday, September 11, from 8:00 a.m.-4:00 p.m.

The conference registration fee (after August 19) is **\$90 per person** for members of state town and township associations and spouses, and **\$100 per person** for non-members and spouses. The registration fee includes all scheduled General Sessions, Educational Workshops, Receptions, Luncheon Banquets, and available literature.

### Hotel Reservations

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Hotel reservations must be arranged by the conference attendees.

### Name Badges

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Your conference name badge will provide you with **admission to all conference events**, including

General Sessions, Educational Workshops, Receptions, Luncheon Banquets, and buses transporting delegates to the Congressional Reception. All conference activities are limited to attendees with conference badges.

### "Meet the Delegates" Reception

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At the time of registration, each conference attendee will be provided with one free beverage coupon for the "Meet the Delegates" Reception on Wednesday, September 9. A cash bar will also be available.

### Exhibits

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Exhibits of products and services of interest to BRIDGING THE GAP attendees are located in the Capital Terrace and Upper Lobby of The Capital Hilton. Exhibits will be open Wednesday, September 9, 3:00-7:30 p.m.; Thursday, September 10, 11:30 a.m.-4:00 p.m.; and Friday, September 11, 11:30 a.m.-3:00 p.m. You are encouraged to visit the exhibit booths where exhibit personnel will be on hand to provide materials and answer any questions you may have.

### NATaT/Federal Resources Exhibit

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An exhibit featuring federal resource materials and information about the National Association of Towns and Townships is located in the Upper Lobby. Conference attendees are welcome to visit the exhibit and pick up copies of the available literature. NATaT staff will be available at the exhibit to answer questions regarding NATaT's programs and services, and community participation in federal programs.

### Congressional Reception

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Group bus transportation will be provided by NATaT to the Congressional Reception in Room 345 of the Cannon House Office Building on Capitol Hill, Thursday, September 10. Special buses have been reserved for BRIDGING THE GAP conference attendees. Boarding will begin outside the main lobby of The Capital Hilton promptly at 5:00 p.m. Thursday, September 10. **(Don't forget: Wear your name badge.)**

To facilitate discussions between you and your Members of Congress, NATaT has arranged an informal meeting place in the reception room for each

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state town and township association. Please see a NATaT staff member or your state association representative on the NATaT Board of Directors for details.

Following the Congressional Reception, you are "on your own" for dinner. If you would like to return to The Capital Hilton, bus transportation will be provided from the Cannon House Office Building on Capitol Hill; the last bus will leave at 8:00 p.m. (Please see the Restaurant Guide in your conference packet for a listing of recommended restaurants for dinner.)

### **Media**

Media representatives are invited to attend all conference sessions. Press people should go to the Conference Registration/Information Desk to be registered.

### **State Association Group Photographs**

Times have been set aside for group photographs of state town and township association members who are attending the conference. Please see a NATaT staff member or your state association representative on the NATaT Board of Directors for times and places for photographs.

### **Evaluation Forms**

Evaluation forms are included in your conference packet. Please fill one out at the conclusion of the conference and leave it at the Conference Registration/Information Desk, or mail it to NATaT. Information provided in the evaluation forms after the 1980 conference was used extensively in planning this year's conference.

### **Pre-Luncheon Activities**

Several activities are planned during the break between the morning General Sessions and the Luncheon Banquets on both Thursday, September 10, and Friday, September 11.

A Cash Bar will be available near the Capital Terrace. In addition, exhibits will be open for you to visit.

### **Messages**

Messages will be posted on a bulletin board near the Conference Registration/Information Desk.

### **Non-Smoking Areas**

During both General Sessions, both Luncheon Banquets, and the Educational Workshops, the seats to the right side of the center aisle will be designated as the non-smoking areas.

### **Rest Rooms**

Rest Rooms are located near the elevators, behind the Upper Lobby area.

### **Fire Safety**

While we do not expect any problems, conference attendees are nevertheless urged to take adequate fire safety precautions, including: know where the exits are located; become familiar with exits from meeting and sleeping rooms; leave the hotel at the first sign of smoke; don't use the elevators; if you can't go down the stairs, go up; if you can't leave your room, fight the fire by opening the window, phoning for help, turning on the bathroom fan, and keeping everything wet.

This *partial* list of fire precautions is excerpted from "Warning: Hotels Could Be Hazardous to Your Health," by R. H. Kauffman.

### **Restaurants**

Please see the Restaurant Guide in your conference packet for a listing of recommended restaurants in The Capital Hilton and the nation's capital.

### **Tours**

Washington-area tours can be arranged through the tour desk near The Capital Hilton Reservation counter on the first floor.

### **The Capital Hilton**

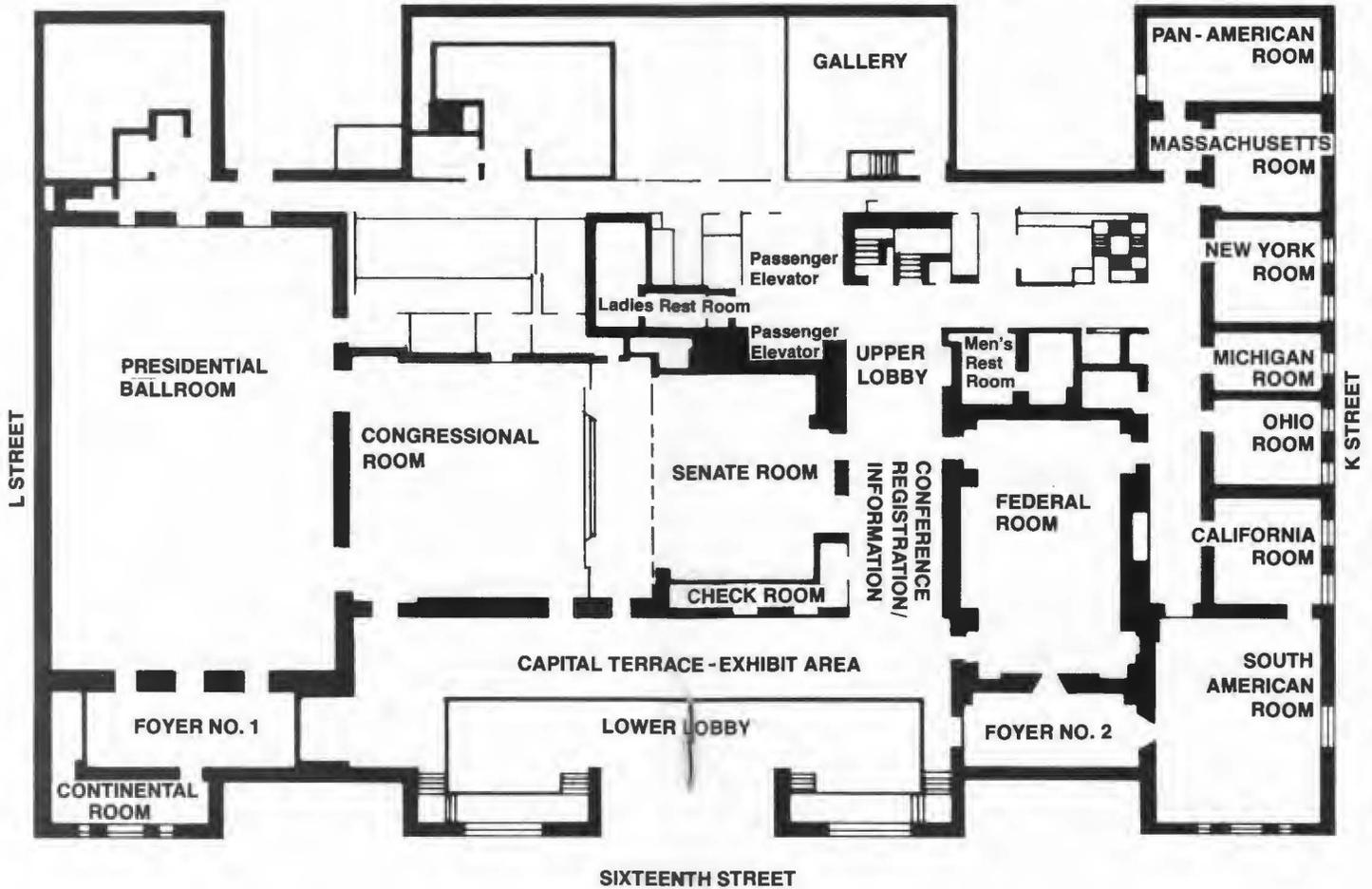
The Capital Hilton, site of the BRIDGING THE GAP conference, is located at 16th and K Streets, NW, Washington, D. C. in the heart of downtown Washington. The phone number is 202/393-1000. The closest Washington Metro subway stop to The Capital Hilton is Farragut North on the Red Line. Cabs are available in front of the hotel.

### **Program Changes**

This program is subject to change.

**Bridging the Gap...  
Between Grassroots Government and the Nation's Capital**

**September 9-11, 1981  
The Capital Hilton, Washington, D.C.**



# CONFERENCE PROGRAM

## Wednesday, September 9

Noon-5:30 p.m.  
Upper Lobby  
**Conference Registration/Information Desk**

Noon-7:30 p.m.  
Upper Lobby  
**NATaT/Federal Resources Exhibit**

3:00-7:30  
Capital Terrace  
**Exhibits**

5:30-7:30  
Presidential Ballroom  
**"Meet the Delegates" Reception**  
Greetings: Ed Krueger, NATaT President; Wisconsin Towns Association, Executive Director  
Entertainment: Ken Sheiry, pianist

8:00  
**NATaT Board of Directors meeting**

## Thursday, September 10

8:00 a.m.-4:00 p.m.  
Upper lobby  
**Conference Registration/Information Desk**

8:00 a.m.-11:30 a.m.  
Presidential Ballroom  
**Opening General Session**  
Call to Order and Welcome  
Ed Krueger, NATaT President  
**Speaker: Vice President George Bush**

**Invocation**, Ervin Strandquist, NATaT Board of Directors; Minnesota Association of Townships, First Vice President

**Presentation of Colors and Pledge of Allegiance**

**Welcome Message**, Bernard Hillenbrand, Executive Director, National Association of Counties

**Speaker: George Miller**, NATaT First Vice President; Township Officials of Illinois, Executive Director: "Grassroots Government: Strong Partners in the Intergovernmental System."

**Introduction of NATaT Board of Directors and Special Guests:** Ed Krueger, NATaT President

**Speaker: Dr. Robert B. Hawkins**, President, Sequoia Institute; Member, NATaT Advisory Council

**Speaker: The Honorable Malcolm Baldrige**, Secretary, U.S. Department of Commerce

**Speaker: The Honorable Drew Lewis**, Secretary, U.S. Department of Transportation

**Cash Bar**

11:30 a.m.-12:15 p.m.  
Capital Terrace

11:30 a.m.-4:00 p.m.  
Capital Terrace and Upper Lobby

12:15-2:00 p.m.  
Congressional and Senate Rooms

**Exhibits**

**Banquet Luncheon**  
**Speaker: The Honorable Donald Riegle, Jr. (D-MI)**, U.S. Senate

Special Honors and Recognition:  
Grassroots Government Officials  
NATaT Advisory Council Members  
State Association Leaders

**EDUCATIONAL WORKSHOPS:** All workshops will run concurrently at **2:30 p.m.** and **3:45 p.m.** in the meeting rooms located in the hallway behind the Conference Registration/Information Desk (see signs).

**The Honorable Malcolm Baldrige**  
Secretary of Commerce  
(left)



**The Honorable Drew Lewis**  
Secretary of Transportation  
(right)



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**STAND UP AND BE COUNTED: HOW YOU CAN PROMOTE THE VIEWS OF GRASSROOTS GOVERNMENT**

Federal actions affect local governments every day. You can change things—if you use the right tactics.

Moderator: Robert Robinson, NATaT Immediate Past President; Michigan Townships Association, Executive Director

Guest: U.S. Congressman

Film: "A Washington Fable": Congressmen Barber Conable (R-NY) and Tom Foley (D-WA) and other Washington figures explain the importance of making yourself heard in the Nation's Capital.

**GENERAL REVENUE SHARING: WHAT YOU NEED TO KNOW ABOUT THIS PROGRAM AND ITS FUTURE**

While General Revenue Sharing (GRS) is the closest a local official can come to a "no strings attached" federal program, it still has a few important regulations with which communities must comply. Hear about the latest GRS rules affecting your locality and the future of this program.

Moderator: George Miller, NATaT First Vice President; Township Officials of Illinois, Executive Director

Panelists: Karen Spaight, Supervisory Program Analyst, Office of Revenue Sharing  
John Duncan, Staff Director, House Committee on Government Operations

**Dr. Robert B. Hawkins,**  
President, Sequoia  
Institute  
(left)



**Senator Donald  
Riegle, Jr.**  
(right)

**MEETING LOCAL NEEDS: FEDERAL AND STATE RESOURCES FOR SMALLER COMMUNITIES**

Some federal programs of importance to local governments are being transferred to state governments, while others will continue to be run from Washington. Learn about programs which might provide real help for your community in order to ensure your town will get its "fair share" of assistance.

Moderator: Jeff Schiff, Vice President,  
Government Information Services

Panelists: James Forsberg, Department of  
Housing and Urban Development, Di-  
rector, Small Cities Program

Keith Dearth, Environmental Protection  
Agency, Branch Chief, Office of Water  
Program Operations

Dwight Calhoun, Farmers Home  
Administration, Assistant Administrator  
for Community Programs

Bill Bivens, National Governors Associa-  
tion, Senior Policy Fellow for Rural Affairs

**TOWN(SHIP) GOVERNMENT  
ROUNDTABLE**

In this workshop you will learn about how town governments "work" from state to state and issues affecting townships in state capitals across the country.

Moderator: Wally Gustafson, General  
Counsel, Minnesota Association of  
Townships

**NATIONAL TOWN ISSUES FORUM:  
MAKING YOUR MARK IN THE NATION'S  
CAPITAL**

An informal discussion on national policies affecting *your* community designed to provide you with a chance to express *your* "federal" concerns as a local official.

Moderator: David Gallagher, Economic  
Development Coordinator, National As-  
sociation of Towns and Townships

5:00 p.m. **Buses Leave The Capital Hilton for Congressional Reception**, Cannon House Office Building

5:30-7:30 **Congressional Reception**  
Cannon House Office Building, Room 345

7:15-8:00 **Buses leave from Cannon House Office Building to The Capital Hilton**

### Friday, September 11

8:00 a.m.-4:00 p.m. **Conference Registration/Information Desk**  
Upper Lobby

8:00 a.m.-3:00 p.m. **NATaT/Federal Resources Exhibit**  
Upper Lobby

9:00-11:30 a.m. **General Session**  
Call to Order  
Ed Krueger, NATaT President

**Invocation and Pledge of Allegiance**  
Michael Cochran, NATaT Second Vice President; Ohio State Association of Township Trustees and Clerks, Executive Director

**Opening Remarks**  
Robert Robinson, NATaT Immediate Past President; Michigan Townships Association, Executive Director



**The Honorable John R. Block**  
Secretary of Agriculture



**Representative Clarence "Bud" Brown**



**Senator David Durenberger**

**Speaker: The Honorable Barber B. Conable, Jr. (R-NY)** U.S. House of Representatives Ways and Means Committee, Ranking Republican

**Speaker: The Honorable James Edwards**, Secretary, U.S. Department of Energy

**Speaker: Richard Williamson**, Special Assistant to President Reagan for Intergovernmental Affairs

**Speaker: The Honorable John R. Block**, Secretary, U.S. Department of Agriculture

11:30 a.m.-12:15 p.m. **Cash bar**  
Capital Terrace

11:30 a.m.-3:00 p.m. **Exhibits**  
Capital Terrace and Upper Lobby

12:15-2:30 p.m. **Banquet Luncheon "Legislator of the Year" Awards**  
Senator David Durenberger (R-MN)  
Senator Donald W. Riegle, Jr. (D-MI)  
Representative Clarence J. "Bud" Brown (R-OH)  
Representative Stanley N. Lundine (D-NY)

**Closing Remarks**  
Speaker: George Miller, NATaT First Vice President

**Adjournment**  
Speaker: Ed Krueger, NATaT President



**Representative Stanley Lundine**



**Representative Barber Conable, Jr.**



**The Honorable James Edwards**  
Secretary of Energy

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## NATaT Officers

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President

**Ed Krueger**

Wisconsin Towns Association  
715/526-5629

First Vice President

**George Miller**

Township Officials of Illinois  
309/329-2101

Second Vice President

**Michael Cochran**

Ohio State Association of Township Trustees  
and Clerks  
614/863-0045

Secretary-Treasurer

**B. Kenneth Greider**

Pennsylvania State Association of Township  
Supervisors  
717/763-0930

Immediate Past President

**Robert R. Robinson**

Michigan Townships Association  
517/321-6467

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## NATaT Board of Directors

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**Leo Gray**

North Dakota Township Officers Association  
701/242-8284

**James Totten**

New Jersey Association of Towns and  
Townships  
609/396-7066

**Wilfred Johnson**

Indiana Township Trustees Association  
317/478-4034

**Ervin Strandquist**

Minnesota Association of Townships  
612/497-2330

**Glenn Pierce**

South Dakota Association of Townships  
605/826-4237

**David Russell**

Connecticut Council of Small Towns  
203/522-2217

**John Kirvin**

Association of Towns of the State of  
New York  
518/474-4725

**Ex-Officio Member of the Board**

Jean Levesque, President  
National Association of Smaller  
Communities

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## NATaT Advisory Council

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**Bob Bergland**

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**Landrum Bolling**

Distinguished Research Professor,  
Georgetown University School of Foreign  
Service, Institute for the Study of  
Diplomacy  
Consultant, Council on Foundations

**Herrington Bryce**

National Policy Institute

**Daniel Elazar**

Director, Center for the Study of Federalism

**Orville Freeman**

President, Business International, Inc.

**Leigh Grosenick**

Director, Graduate School of Public  
Administration, Virginia Commonwealth  
University

**Robert Hawkins**

President, Sequoia Institute

**Barry Wellar**

University of Ottawa, Canada

## Conference Staff

**Barton D. Russell**, Executive Director

**Bruce G. Rosenthal**, Communications  
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**David Gallagher**, Economic Development  
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**Georgiana Smith**, Legislative Affairs  
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**Janet J. Rubendall**, Administrative  
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**Ruth Ann Stamato**, Project Intern

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**National  
Association of  
Towns and Townships**

The National Association of Towns and Townships is a non-profit membership organization offering technical assistance, educational services, and public policy support to local government officials from more than 13,000 smaller communities across the country. Through its Washington, D.C. headquarters, the association conducts research and develops public policy recommendations which are appropriately scaled to the unique needs and characteristics of rural governments and small towns. NATaT's educational conferences, training workshops, and specialized publications help small town officials cope with and manage change in their communities -- and improve the quality of life available to rural people.

#### Developing Effective Federal Policy

Our nation's small communities are changing rapidly. Population growth, economic development, stagnation in the midst of growth, public demands for more services -- all these strains are afflicting many of America's small towns.

Yet national and state policy-makers have continued to concentrate almost exclusively on urban issues. In the few instances when small town policy has been considered, it has most often been hampered by inaccurate data and a near-total lack of understanding of the needs and problem-solving potential of small town governments. As a result, small towns have too often been pushed into programs which were inappropriate in scale and scope to their communities. When national programs and policies fall short, they run up major costs -- both economic and social.

NATaT's federal policy research program works two ways to resolve these failures. First, with its expertise on small towns and their needs, the association helps national decision-makers shape policy which works -- both in function and cost. Second, by analyzing federal and state initiatives, and disseminating information about them, NATaT helps keep rural officials abreast of decisions and actions of national import, so they can better manage change in their communities.

#### The Nation's Biggest "Town Meeting": A Unique Educational Program

NATaT's educational conference for small town and rural officials is the largest annual national meeting which focuses on federal policies and programs affecting small communities. The association's 1982 conference, MAKE YOUR VOICE COUNT, will give key national leaders an opportunity to hear the views of rural government officials. Educational workshops conducted by NATaT staff and program experts will cover a wide range of federal policies, financial support programs, and state and federal resources for small communities. Exhibits, resource materials, and a community self-help information exchange will be featured.

#### Information Outreach

NATaT publishes a bi-monthly news journal, the National Community Reporter, which is the only regular national source of intergovernmental policy news and "how-to", problem-solving information written exclusively for small town officials. The journal's topics range from community and economic development funding alternatives, to tested rural management and planning techniques.

For local officials seeking assistance for community development initiatives, NATaT has produced a one-of-a-kind directory entitled A Guide to Federal Resources for Small Communities. Developed especially for the official who has never before sought federal assistance, the guidebook provides information on different types of funding and gives a comprehensive listing of federal grant and loan programs in an easy-to-use format. The guide will be updated in 1982 to reflect changes resulting from budget cuts, the new state-run block grants and the proposed new federalism initiative.



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# NATaT WASHINGTON REPORT

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A bulletin on federal actions affecting the nation's townships

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July 1, 1982

ROUTE TO:  \_\_\_\_\_  
 \_\_\_\_\_

## House Likely To Act on Public Employee Pensions

PERISA, now entitled "The Public Employee Pension Plan Reporting and Accountability Act of 1982 (PEPPRA)," is waiting to be scheduled for floor action in the House. The bill, which is strongly opposed by NATaT, would oversee state and local government pensions systems, creating another costly and burdensome regulation for local officials.

The White House Cabinet Council met this past week to consider a position on the bill, but declined to take a stand until they can consult Rep. John N. Erlenborn, R.-Ill., one of the co-sponsors, who is currently out of the country. When asked at the NATaT Board reception why he changed the name of the legislation, Erlenborn replied, "So I can ignore all those letters coming to me complaining about PERISA."

No major consideration of the legislation has taken place in the Senate yet, but some action seems probable when the Senate Labor Committee marks up similar legislation for the private sector on July 20.

NATaT members are urged to write to the President and contact Representatives immediately to help defeat the Erlenborn bill before it makes any more progress.

## Hazardous Waste Transport Conference Set

A conference to help train town officials on how to respond to a hazardous waste accident is set for September 20-22 in Denver. NATaT will send approximately nine town representatives, people who have responsibility for responding to accidents. Some money will be available to defray costs.

Soon you will be receiving a questionnaire which will help NATaT assess the role towns play in emergency response. In the meantime, if you are interested in the conference, please contact Paula Alford at NATaT, (202) 737-5200.

## NATaT Council Member Picked to Chair ACIR

Interior Secretary James G. Watt resigned as chairman of the Advisory Commission on Intergovernmental Relations in late June and Robert Hawkins, a member of the NATaT Advisory Council and president of the Sequoia Institute in California, was appointed the new chairman.

The same week, Wallace F. Gustafson of the Minnesota Association of Townships, testified before the Senate Subcommittee on Intergovernmental Relations on the need to expand ACIR's membership to include three town representatives. Through research and policy analysis, the ACIR monitors the federal system and suggests improvement.

The lack of small town representation is a shortcoming in the commission's deliberations.

Hawkins, a strong NATaT supporter, could be very helpful in our efforts to secure membership for towns on ACIR and change the membership formula proposed by the commission--a formula which is unacceptable.

Many thanks are owed those of you who obtained your senator's support for the bill to add three town representatives to ACIR, (S. 2679), sponsored by Sen. David Durenberger, R.-Minn.

But we can't stop now. The school boards have launched a big drive for membership on ACIR and we must keep pace. Durenberger's bill needs cosponsors so please ask your senator to cosponsor S. 2679.

### Enterprise Zones--Not the Best, but Helpful

The administration has proposed enterprise zones to help create jobs in the nations depressed rural areas and revitalize economic conditions.

NATaT generally supports the legislation but has reservations because eligibility is limited to communities of more than 2,500 residents. Still, the program would help rural areas. The Department of Housing and Urban Development has estimated that of the 2,000 eligible communities, 1,500 are rural, even though their population exceeds 2,500. Additionally, the bill represents one of the few initiatives in Congress on behalf of rural areas.

The bill is now stalled in the House Ways and Means Committee, with no indication that hearings will be held. NATaT members with representatives on the committee are encouraged to contact them and ask them to hold hearings on the enterprise zone bill.

Members of the committee are: Chairman Dan Rostenkowski, D-Ill., Charles B. Rangel, D-N.Y., Andrew Jacobs, Jr., D-Ind., William M. Brodhead, D-Mich., Thomas J. Downey, D-N.Y., Frank J. Guarini, D-N.Y., Marty A. Russo, D-Ill., Donald J. Pease, D-Ohio, Don Bailey, D-Pa., Barber Conable, Jr., R-N.Y., Guy Vander Jagt, R-Mich., Philip Crane, R-Ill., Bill Frenzel, R-Minn., Richard T. Schulze, R-Pa., and Willis T. Gradison, Jr., R-Ohio. Either call (202) 224-3121 or write Hon. \_\_\_\_\_, U.S. House of Representatives, Washington, D.C. 20515.

### Congress May Make Drastic Changes in Reagan's Plans

President Reagan's ideas for a new federalism and tax cuts may not fly in Congress in their current form, according to an off-the-record report by Dr. Ray Scheppach, deputy director of the Congressional Budget Office. Scheppach addressed a June 30 meeting of local government interest group representatives attended by NATaT Economic Development Coordinator Jeff Schiff.

Scheppach predicted that Congress would not approve the president's plan for a major swap of programs with the states. The initial proposal called for the federal government to take over Medicaid, while the states would take charge of the Aid to Families with Dependent Children and food stamp programs.

He observed that the mood in Congress seems to be running against total turnback of federal programs to states or local governments. An alternative may be the creation of several super block grants, with some reduction in funding after fiscal 1983, and fewer regulations on the use of the money.

One super block grant might be for infrastructure, and would include programs such as those of the Economic Development Administration, the Environmental Protection Agency, the Urban Mass Transit Administration, etc. Another might be for social services, such as education, health, training, and others.

Scheppach also foresees the continuation of federal General Revenue Sharing as a separate program.

The budget policy analyst had some observations on federal finances, many of which differ from President Reagan's current proposals:

- Congress seems to be coming around to the notion that taxes will have to be raised.
- There is interest among Senate Republicans to sponsor a 5 cent gas tax increase, with 1 cent going to states and localities as a block grant.
- There seems to be increasing interest in some sort of a flat rate federal income tax to deal with the estimated \$260 million in annual exemptions, loopholes, and tax expenditures.
- Some deductions would have to be retained (for example home mortgages), but Congress might be disposed to placing caps on some of them.
- A flat rate tax could be devised to reward savings instead of consumption. Today's system gives tax deductions for spending money while taxing interest on savings.

#### Sidelines . . .

. . . The fiscal 1983 budget is progressing, but the tough decisions lie ahead. Details in the next Reporter.

. . . The National Conference is only weeks away. Please register soon.

. . . The Congressional Budget Office (CBO) in a recent study estimates that the cost of completing the interstate highway system at \$38 billion in 1979 dollars, with the cost of renovating existing roads at \$16 billion from now to 1990. CBO says that only 50% of the projects are likely to get federal help. CBO recommends that the federal government scale back its plans, complete only the open road portions of the system, and leave the rest to local construction programs!

NATaT's National Community

# Reporter



May 1982, Number 24

Published by the National Association of Towns and Townships

# RURAL GOVERNMENTS IN A TIME OF CHANGE: Challenges and Opportunities

page 1

Betty Francis

**NATaT Presses  
For Changes in  
Federalism Plan  
page 1**

**Enterprise Zones:  
Can They Work  
In Rural Areas?  
page 3**

**States to Run  
Grant Program for  
'Small Cities'  
page 5**

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