

# Popular Government

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## Cover Article

### 4 Public Leadership of Asheville's Downtown Revitalization

*Leslie Anderson, Anita Brown-Graham, and Jennifer Lobenhofer*

Asheville's director of downtown development in the 1980s and 1990s joins with other School staff to tell the story of the city's remarkable transformation and identify general lessons for leading a change initiative.



## Feature Articles

### 16 Schools' Legal Obligations to Gay Students

*Laurie L. Mesibov*

Understanding a rapidly developing area of education law may help schools fulfill their responsibilities to gay students regarding peer harassment, First Amendment issues, and gay/straight student organizations.

### 24 Financing Government: Revenue Variability and the Role of Rainy-Day Funds

*Gary A. Wagner*

What can state governments do to enhance the long-term sufficiency and minimize the short-run volatility of their revenue sources? A School specialist in public finance discusses the composition of North Carolina's revenue and addresses the role of rainy-day funds in mitigating recessions.



### 31 Gainsharing in Local Government

*David N. Ammons and William C. Rivenbark*

Technically speaking, profit sharing is impossible in the public sector, for governments have no profit to share. But they do have budgets and balance sheets and cost-trimming actions. Meet gainsharing. Increasingly, governments in North Carolina and across the nation are experimenting with it.

## Departments

### 2 NC Journal

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### 3 At the School

Construction Begins on Gladys Hall Coates Garden • Millonzi, Mills, Morse Join School Faculty • MPA Program Graduates Twenty-Six • Municipal and County Administration Courses Graduate Ninety-Four • Behind the Scenes at the School of Government • Coming into the University



ON THE COVER Residents and visitors relaxing at a sidewalk cafe in Asheville's revitalized downtown. Photograph by Bill Sanders.