

County News

Vol. 22, No. 1 • January 8, 1990

Washington, D.C.

Official Publication of the National Association of Counties

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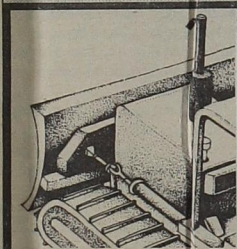
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SKINNER SAYS IN COUNTY NEWS INTERVIEW: Counties must be full partners in any transportation strategies



(Ed. Note: Over the next few years, the country's basic transportation legislation will come before Congress for reauthorization, presenting a scenario for far reaching and potentially major change. For its special report on infrastructure, County News interviewed U. S. Transportation Secretary Samuel Skinner about his plans for the country's transportation system and what role counties will play in their development.)

CN: Last year, the U.S. Department of Transportation held hearings across the country seeking input on the components of a national transportation plan. Why do we need a national transportation plan and what do you expect it to address?

Sec. Skinner: First, let me clarify that we are developing a strategy, not a detailed plan. The sheer magnitude of the U.S. transportation system mandates a long-term strategy. No business in America would manage a multi-billion dollar investment without such a strategy and neither should we go forward investing the taxpayers' dollars on the highways, bridges, mass transit systems and airports without one. I expect the strategy to identify and prioritize needs to the year 2020 and beyond and to offer crea-

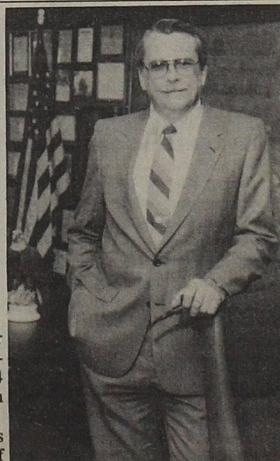
tive and innovative solutions. As transportation plays a key role in our economy, this strategy will help us make decisions in order for America to regain its competitive edge and be productive in a global economy.

CN: Some would say that any plan is only as good as the resources behind it. Are you expecting the Department of Transportation to have more resources over the next few years?

Sec. Skinner: Projected transportation needs for the 21st century eclipse our present public and private sector programs. We must, therefore, broaden the base of support for transportation, reinvigorate investment and tap new sources of ideas and capital to meet growing needs. We must restructure the transportation partnership to give other levels of government and the private sector the tools they need to address critical requirements in transportation. All of us who have a stake in efficient transportation must participate — federal, state and local governments, private businesses, academic institutions, transportation interest groups,

See SKINNER INTERVIEW, page 5

GOP county leader dies in Texas



Bob Eckels, former NACo Board member and founding member of the National Conference of Republican County Officials, died at age 60.

Former NACo Board member and Harris County, Texas Commissioner Bob Eckels died on Dec. 24 of a heart attack on his farm in Sealy, Texas.

Eckels was one of the founders of the National Conference of Republican County Officials. He served as the organization's president from 1980-1986 and was a member of the executive committee of the Republican National Committee.

See ECKELS, page 2

Counties urge their own to beat traffic congestion

By Susan D. Grubb
staff writer

For every 1,000 vehicles on the road in Southern California today, there will be 420 more tomorrow, according to the latest statistics by the Southern California Association of Governments (SCAG). In 1984, vehicles traveled an average of 221,292 miles per day over southern California roads. In 2010, this figure is expected to rise to 376,187. The average speed on freeways in 1984 was 47 mph and SCAG predicts this will decrease to 24 mph in 2010. (Figures for 2010 are based on a no-growth assumption.)

Faced with those kinds of statistics, it's no wonder that two Cali-

fornia counties, Los Angeles and San Diego, are trying to reduce the number of cars on the road and the air pollution caused by them with new commuting policies for their employees. Telecommuting, staggered work hours, carpooling, and busing are a few of the options being promoted.

Los Angeles County

The Los Angeles basin is the "Super Bowl of Smog," according to a report by the South Coast Air Quality Management District. The basin is ringed by mountains to the north and east, light ocean breezes blow in from the west and an inversion layer traps the smog close to the surface. About two-thirds of

See CONGESTION, page 4

America's counties Spotlighting 1989

By Ann Klinger
NACo president

Good news! Your NACo Executive Committee team, the Board of Directors and the steering committees have made good progress toward our overall goal of greater visibility, credibility and recognition for county government. A recap of the past five months' activities is impressive.

Legislative priorities and budget

Of major importance was the NACo leadership meeting in San Diego County where the officers, Board of Directors and steering committee chairs hammered out the 1990 Legislative Priority List. Staff leadership by Executive Director John Thomas, Deputy Executive Director Ed Ferguson and Legislative Affairs Director Ralph Tabor, with participation from our outstanding legislative representatives, was key to our strong consensus. Leon Williams and the other San Diego County supervisors were terrific hosts.

Also in San Diego, the Board of Directors adopted a one-year, very tight budget and accepted the executive committee's recommendation for development of a five-year strategic plan (both program and budget). The committee will be chaired by Mike Stewart, first vicepresident.

County visibility

The December Employment Policy and Human Services Conference in Mecklenburg County, N.C., was a great success. It was capped with a televised panel discussion on the last morning which aired in two, one-hour segments across that state.

Additional visibility has been gained with newspapers across the country as officers met with reporters or editorial boards in almost every state where an officer has been invited to speak. These sessions, set up in advance by Tom Goodman, director of public affairs, were very productive. NACo also has been spotlighted in *USA Today*, *Governing Magazine* and *American City and County* magazine.

Focus groups — State associations

NACo officers and staff members met with 20 top national leaders early last fall in Washington and have scheduled another round of meetings with congressional and administration leaders in late January. Helping us most constructively in working with the Bush administration has been Bill Canary, presidential advisor on intergovernmental affairs at the White House.

Second Vice President Kaye Braaten has met twice with her focus group on media, communications and technology. Look for more great spotlighting ideas, including a county government week announcement next spring with plans for a special nationwide effort in 1991 and development of school curricula on county government.

In addition to meeting twice with President George Bush, I have spoken in North Carolina, Alabama, Texas, Oklahoma, North Dakota, South Dakota, Kansas and Missouri and was a keynote speaker at the HHS conference on Welfare Reform Implementation.

First Vice President Mike Stewart spoke in Idaho, Wisconsin and Ohio and also addressed the National Conference of State Legislatures on state/local relations. Second Vice President Braaten represented NACo in Minnesota, New Hampshire and Nebraska. Third Vice President John Stroger has participated in meetings with the Congressional Black Caucus and his wise counsel has been very valuable during the weekly conference call of the Executive Committee. Jim Snyder will serve on the strategic planning committee and his sage advice is important to successful executive committee meetings.

All in all, a great beginning as we work together to spotlight America's counties. Let us hear your comments, concerns and ideas!

May each of you and your families enjoy health, happiness and prosperity in 1990.



Ann Klinger
NACo president

Harvard forum addresses housing options for the '90s

By Haron N. Battle
legislative representative

NACo cosponsored an affordable housing forum at Harvard University, Dec. 10-12, in which participants exchanged ideas on how to address housing issues that confront the nation and how best to work cooperatively toward shared goals. NACo participants included President Ann Klinger, Merced County, Calif. supervisor; Mike Gillespie, chairman of the Madison County, Ala. Board of Commissioners; and David Lund, executive director of the Community Development Commission for Los Angeles County, Calif.

ECKELS

from page 1

He served on the NACo Board of Directors for 12 years, had been the first chairman of the NACo Audit Committee and chaired the committee that recommended the location of the NACo headquarters building. He also served on the Texas Association of Counties Board of Directors for many years.

"Bob was most diligent in his commitment to NACo. In his responsibilities as a member of the board of directors and leader of the NACo Audit Committee, he constantly pushed for fiscal responsibility. We will certainly miss his attention," NACo Executive Director John Thomas commented.

Eckels was elected to the Harris County Commissioners Court in 1972. Previously he had served on the Houston School Board (1961-1969). As president, he guided the board through a stressful but successful integration of the Houston school system.

Since leaving office in 1988, Eckels managed several businesses and operated a tree farm in Waller County, Texas. As an inventor, he had been awarded several patents from the U.S. Patent Office.

He is survived by his wife Mary Frances, daughter Carol Ann Adams and son Robert, who is a member of the Texas legislature.

CorreXion

The number and extension date of the Targeted Job Tax Credit Extension bill were incorrect in the Dec. 18, 1989 Issues Update. The correct number is H.R. 3299. The program was extended to Sept. 30, 1990.

Other cosponsoring organizations included Harvard's Joint Center for Housing Studies, the Taubman Center for State and Local Government, the American Institute of Architects, Fannie Mae, the Local Initiatives Support Corporation, National Association of Home Builders, National League of Cities, National Low-Income Housing Coalition, Urban Land Institute and the U.S. Conference of Mayors.

The discussion focused on four case studies. The first one examined steps that Orange County, Fla. has taken to build a housing coalition despite community resistance. This case study was presented by County Commissioner Linda W. Chapin and Richard E. Mandell of the Greater Construction Corporation. They outlined the following Orange County Affordable Housing Task Force recommendations:

- regulatory review, an examination of land uses and zoning categories, and adjustments to the development review process, which could lower the cost of housing by as much as twenty percent;
- creation of a soft second mortgage program to enhance the ability of a significant portion of the county work force to qualify for housing;
- creation of a consortium lending group to assist in capital formation for the purpose of delivering affordable housing;
- county support of an affordable housing resource center which

can promote affordable housing and which can assist builders, buyers and renters in obtaining information and assistance about providing and finding affordable housing;

persuade major employers to participate in employer-assisted housing programs;

suggest that the question of impact fees and their relationship to the public policy issue of affordable housing be carefully scrutinized; and

recommend that the county auction reserve land and infrastructure for the purpose of meeting affordable housing needs of the future.

The second case study involved the Enterprise Housing Venture in Baltimore, Md. This project which involved the development of Severn home for low- and moderate-income buyers highlighted the use of modular units that can be standardized and replicated, while allowing for local control and customization.

Participants also examined the revitalization strategy for the Springfield district in Jacksonville, Fla. though use of historic preservation. They were challenged to find ways to stabilize a community while sustaining its character and avoid displacement of lower income residents.

The fourth case study involved dispute resolution when the NIMBY (not in my backyard) syndrome merges. It was drawn from

See HARVARD, next page

Achievement Award Program underway

The 1990 NACo Achievement Award application forms were mailed in early December. This year's program marks the 18th year that NACo has been recognizing member counties for implementing meritorious programs. The program does more than benefit the counties that are recognized, it also benefits all member counties by providing a databank of innovative programs that can be used as models by counties that are interested in establishing similar programs. Also, as part of a pilot project, NACo is planning to further expand access to these county programs by including them in an electronic mail system.

This year's application form contains a few changes. A new category, Substance Abuse Control and Initiatives, has been added because of the important role counties play in this area. We have also added an Executive Summary section which gives a brief description of the program. This section will be used for the pilot electronic mail project and a specific format, as described on the application form, must be followed. Finally, as in previous years, counties are limited to submitting one application per departmental division. Applications are due March 1, 1990.

If you have not received a 1990 application form, please call or write NACo Achievement Award Program, 440 First Street, NW, Washington, D.C., 20001, 202/393-6226.

NACo holiday auction raises \$900

At first, the bids came as slow as honey poured on a 20-degree day. "A genuine plate from Taiwan," the auctioneer intoned. "How much am I bid?" Silence. "You'll never see another one like it." More silence. "Can I have a bid of \$5?" No takers. "How about \$4?" Nothing. "OK, a dollar." A hand shot up. "Sold," and the gavel hit the table.

Several minutes and several lone dollar bids later, a loaf of Ethiopian bread went on the block. This time, the bidding took off and NACo's First Holiday Auction, Dec. 20, was on its way toward raising more than \$900 for the family of Luis Romero, an attendant at NACo's parking garage. Romero and his family lost their home when it was swept by fire early in December.

The auction, brainchild of Employment and Job Training Director Jerry McNeil, was total NACo. NACo staff donated items or services and then bid on one another's treasures.

Two Executive Committee members also got in the spirit of things. Second Vice President Kaye Braaten donated a one-of-a-kind Barney, N.D. T-shirt and First Vice President Mike Stewart offered to sing three Irish ballads the next time he was in Washington at the place and to the people chosen by the highest bidder.

NACo staff bought Stewart's offer. If the Salt Lake County, Utah commissioner is true to his word, he will be singing his three Irish ballads at the Opening General Session of NACo's 1990 Legislative Conference, Sunday, March 18.

HARVARD

from previous page

Newton, Mass. where officials responded to a state statute requiring all communities to have affordable housing. Forum participants focused on developing consensus for affordable housing without superceding local control.

Participants expressed interest in continuing the dialogue in the hopes of forming and strengthening an affordable housing coalition.

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the city's pollution comes from motor vehicles, the report says.

Employer of approximately 90,000 workers, Los Angeles County is offering its employees two ways to help cut down on traffic and air pollution — telecommuting and staggered work hours.

Telecommuting began as a pilot project in September after passage of the Air Quality Management District Plan for Southern California.

There are currently 150 county workers telecommuting, according to Marjorie Gould, project manager, who expects the number to jump to 500 in the next few months.

Half of the county's telecommuters have computer-related jobs, such as manual coding and translat-

ing court forms, she explained. However, it is not limited to computer work. County probation officers, for example, make their rounds at corrections facilities but stay at home to work on their reports.

Workers do not telecommute full-time, she said. They work a few days at home and a few days at the office to prevent isolation.

Telecommuters are required to go through a training course to learn how to set up a work space, how to deal with neighbors and friends seeing them at home and how to deal with personal phone calls while working.

So far, the results have been good. Workers report less stress and less interruption, and produc-

tivity is up 20 percent, Gould said.

Job recruitment and retention is another benefit. Some employees have turned down higher paying jobs in order to telecommute.

Every Los Angeles County department is required to offer staggered work hours.

Currently, each county department manager has the option for his or her department to participate. The biggest reluctance comes from middle managers, Gould said, because they feel they are losing control. "It involves a lot of trust and a change in manage-

ment policy. [A manager] needs to look at the end product, not how it's done."

Every Los Angeles County department is required to offer staggered work hours. Workers have three options.

Flex-time, a system in which an employee can arrive at work at any time as long as the required amount of hours is fulfilled, is the most widely used. "440" requires an employee to work four, 10-hour days. "980" requires that in 10 work days, an employee must work eight, nine-hour days and one, eight-hour day.

Under the "980" plan, statistics show a 10 percent reduction in cars on the road, Gould said.

Los Angeles County Chief Administrative Officer Richard Dixon believes telecommuting and flexible work hours create a "win-win situation" for both employer and employee. "With staggered hours and telecommuting, we can use the same [office] space, equipment and parking space for two employees."

San Diego County

Just south of Los Angeles, San Diego County has implemented a number of traffic reduction plans, including flexible working hours, carpooling and subsidized mass transit passes.

Last September the county board approved a policy allowing

each county department to set own work hours within a certain time frame — workers cannot start before 6 a.m. or leave after 8 p.m. and must be at work sometime between 9 a.m. and 3 p.m.

Employees of the county's Public Works Department were the first to change their work hours from 8 a.m. to 5 p.m. to 7 a.m. to 4 p.m. "When you deal with traffic congestion, the first thing you think about is public works," said Greenville Bowman, the department director. "We have numerous programs that deal with discouraging single-passenger vehicles, so it seemed natural that we would do it first."

In a June survey, sixty-six percent of the department's 800 employees said it made travel time shorter.

Thirty percent experienced a change in travel time and four percent reported longer travel time.

According to Bowman, 10 percent of the county's 14,000 employees use the county-operated bus system, compared to three percent of the general population. Approximately 700 county workers commute in a car pool, he added, and 55 more are being created. Encouraged by the success of the peak-hour traffic management plan, the board of supervisors may also add telecommuting to further restrict traffic congestion. The board is expected to vote on that proposal, Jan. 9.

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Published biweekly except August by:

National Association of Counties Research Foundation, Inc.

440 First Street, N.W.

Washington, D.C. 20001-2023

202-393-6226 FAX 202-393-2630

(ISSN: 0749-7998)

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Second class postage paid at Washington D.C. Mail subscriptions are \$75 per year for non-members, \$50 per year for members purchasing multiple copies. Educational institution rate, \$37.50 per year. Member county supplement subscriptions are \$15 each. Send payment with order and address changes to NACo, 440 First St. N.W., Washington, D.C. 20001. While utmost care is used, County News cannot be responsible for unsolicited manuscripts.

POSTMASTER: send address changes to County News, 440 First St. N.W., Washington, D.C. 20001 (USPS 796-620)

SKINNER from page 1

communities, and individuals. Our federal policies will be measured in their success at unleashing private and public resources to meet transportation needs.

CN: What role do you see county government playing in the national transportation plan?

Sec. Skinner: County governments are closest to the people. Whether they are county commissioners, or supervisors, they may take the heat on a slight tax raise, but they also know better than any one else in the world what the local people want, need and are willing to pay for. They usually know how to get it done in a more cost effective manner. Any strategy to meet our nation's transportation needs into the next century must recognize county governments as full and active partners in the process.

CN: Over the past several years, county governments have been raising taxes, while the Administration has been saying "no new taxes." Meanwhile, local voters are beginning to rebel against these home-grown tax increases. Given that the nation needs to maintain — even improve — the quality of its transportation infrastructure, how are we going to resolve the stand-off about who pays?

Sec. Skinner: There is no stand-off about who pays. There simply is not enough money. We must build a stronger transportation constituency and look for new sources of funding. The fact that counties and other local governments are at the grass roots of day-to-day problems must be recognized and taken advantage of in restructuring federal transportation programs. Flexibility must be provided to state and local governments to address their unique problems in a strong partnership as a basis for federal programs. To enable state-local priorities to be targeted is the best federal policy.

CN: The Department of Transportation has given a substandard rating to 75 percent of county-owned bridges across the country. Can counties expect more help from the federal government in solving this serious and potentially dangerous situation?

Sec. Skinner: Bridges are a serious concern in our transportation system and counties do have responsibility for a large proportion of the bridges in our country. Actually, the states rate their bridges and have a responsibility to provide the results to the Department. Our figures show that about 55 percent of the county-owned bridges are either structurally deficient or functionally obsolete. This is another area where the newly emerging transportation partnership, especially states and counties working together, must concentrate.

CN: In some states, counties believe they have been left out in the allocation of federal highway dollars. Can we expect your Department to encourage a more equitable allocation of federal dollars to county governments within states?

Sec. Skinner: The way the law is written now the federal government collects the money into the trust fund and makes allocations to the states. The law gives the states the discretion to allocate to counties within the state. I have seen inequities in this system, but it is not obvious that the Federal government could do the job better than the states. The place to address this question is in the legislative reauthorization process which is about to get under way. Now is the time to consider changes, and counties should come forth with suggested solutions in the reauthorization debates. I still say the best solution includes counties as a full partner with state and federal government in solving the problems of our transportation system.

CN: And along the same lines as the last question, rural counties, especially, have felt cut-off from any federal support for their transportation needs. What do you see in the new surface transportation act that will help these areas?

Sec. Skinner: Rural counties are especially vulnerable. There is a real need in this country for rural accessibility. This means not only preserving the highway system that is there but providing public transportation. We must recognize the changing demographics in America today and provide transportation for older people who are stranded in a rural area. Put another way, we must remember that transportation is not only taking care of our highways and bridges, but moving people and freight. Rural counties must let their unique problems be known in the debate over reauthorization of the federal highway program.

CN: Can we expect your support for the gradual spend-down of the highway, mass transit and aviation trust funds?

Sec. Skinner: President Bush favors using the revenues in the trust funds for the purpose for which they were collected and I agree with him.

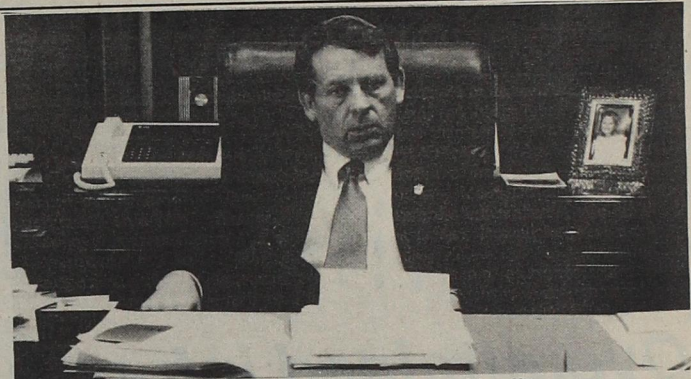
CN: Tell us about your FY91 budget negotiations with OMB?

Sec. Skinner: The Federal budget deficit is one of the major problems facing our nation. We are working closely with the Office of Management and Budget to keep the transportation budget that will permit us to fulfill our mission of providing a safe, efficient national transportation system while recognizing the constraint required to reduce the Federal deficit.

CN: What is your opinion on allowing local airport authorities to collect a passenger head tax?

Sec. Skinner: It is generally accepted in transportation and by the American people that users should pay for the transportation service to the extent practicable. In developing our legislative proposal for reauthorization of the airport program we have been considering some kind of facility charge, but we haven't reached a decision.

CN: It appears that Congress will be rewriting the airport program in 1990, what, if any, new proposals can we expect from the



U.S. Transportation Secretary Samuel Skinner at his office.

Department of Transportation?

Sec. Skinner: Airport and airway development is a continuing process. As we develop our programs for the 1990's, we have the capability of expanding capacity at airports and the capability of keeping our national airspace system modernized. We also need to encourage greater state and local participation, such as the new Denver airport. The people of Denver have agreed to build a new airport, the first since 1974.

CN: There has been a dramatic reduction in federal funding of mass transit over the past 8 years. With gridlock on the increase and the possibility that mobile source pollution will receive much attention under a new clean air act, do you see any increase in federal subsidy for mass transit over the next few years?

Sec. Skinner: Mass transit will play a larger role in meeting our transportation needs, including those of our disabled citizens, for reasons you outlined in your question; capacity problems on our highways and the increased attention to environment. However, it will not be done through in-

creased federal subsidy but through increased private participation, innovative financing mechanisms, and local support.

CN: And finally, how do you see the Department of Transportation helping counties provide better transportation services to their residents?

Sec. Skinner: Under the aegis of the national transportation strategy, federal, state, and county officials as well as private providers and developers will be working together as a team. The federal government will insist that counties be full and active partners in the process.

The Department of Transportation will continue to offer technical support, share technological advances and eliminate unnecessary federal regulations prohibiting solutions. We will work to remove unnecessary federal restraints that might be hampering local investment and local transportation development. Of course, the Department of Transportation will continue to fulfill its number one priority and responsibility which is to ensure that the American public has a safe transportation system.

Bush approves local rail service assistance

Just before Christmas, President Bush signed H.R. 422 extending the Local Rail-Service Assistance (LRSA) program for two years. President Bush's action surprised even local supporters of the program since the Office of Management and Budget had recommended a veto. NACo strongly supported extending the legislation.

While the legislation authorizes \$15 million for FY90 and FY91, only \$7 million will be available for FY90 as provided for in the

Transportation Appropriations bill.

LRSA allows a limited number of state and local governments to continue or strengthen eight services in areas which might lose such services to abandonments. This can be of particular significance to local counties that are in need of continued freight service so that commodities produced in their areas can be shipped economically.

(Ed. Note: See story on page 9 regarding rural rail service and short lines.)

Coming up in the next County News

Facts, fancies, trivia and more about counties in the Jan. 22 edition special report, "Know Your Counties"

Special Report on Infrastructure

Overstrained infrastructure must be rebuilt

(Ed. Note: The following report is taken from "America's Infrastructure: Preserving Our Quality of Life," issued by the Rebuild America Coalition, of which NACo is a founding member.)

Highways

In 1989, Americans will travel more than two trillion vehicle miles by auto, truck, bus and public transit system, more than triple the mileage traveled in 1956. From 1980 through 1988, traffic growth has increased at an average rate of five percent annually.

Using conservative estimates of only two to three percent annual growth, by the year 2005 highway travel is expected to top three trillion miles, and by the year 2020 — only thirty years into the future — total travel in the U.S. is expected to be double what it is today.

America's population will increase by 44 million over the next 30 years. Nearly 90 percent of America's population growth in the '80s has occurred in metropolitan areas.

Three-quarters of the 250 million trips made each day are in metropolitan areas, and over 80 percent of these trips are made in private motor vehicles.

As a result of substantial growth in travel, America's major highway systems in both rural and urban areas have experienced increasing congestion.

The percent of peak hour travel on urban interstates that occurs under congested conditions has increased from 54 percent in 1983 to 61 percent in 1985 and to 65 percent in 1987.

Travel delays in the nation's largest urbanized areas now cause nearly two billion hours of time to be lost annually.

Federal Highway Administration (FHWA) statistics show that over 11 percent of principal highway miles are deficient, and are therefore in need of resurfacing or reconstruction.

By 1990, 35 percent of the interstate system will have outlived its design life. Most of the highway system was not designed to carry current loads, and a single, modern 80,000 pound truck can inflict as much wear and tear on an interstate highway as 9,600 cars.

Operating costs are closely correlated with pavement condition. Truck costs shoot up by 6.3 cents per mile when road conditions drop from "good" to "fair." Continuing current levels of highway funding will result in further deterioration of the highway system, resulting in an estimated \$1,000 increase in vehicle operating costs per household.

The relationship fortunately works the other way as well. Every \$1 invested in highways reduces direct operating costs by \$3 to \$4.

Currently federal, state and local governments spend 3.2 cents per vehicle mile to fund the capital, maintenance and operation expenses for the nation's highway system.

Compared with the cost of owning and operating an intermediate sized vehicle, which is currently estimated at 33.4 cents per mile, expenditures on highway infrastructure represent less than 10 percent of vehicle costs. An additional 1.1 cents per mile investment would be enough to fund the current capital investment shortfall, both improving pavement conditions and financing new highway ways to meet growing population needs.

Bridges

Inadequate bridges are one of the nation's most pressing infrastructure problems.

More than 41 percent of the 577,710 in the 1988 National Bridge Inventory are either structurally deficient or functionally obsolete. A structurally deficient bridge is one that must be replaced. A

functionally obsolete or deficient bridge is one that cannot handle modern traffic loads safely, and either widening or replacement is required.

As of June, 1988, 238,357 bridges were deficient for either structural or functional reasons, a slight two percent improvement from the 243,646 bridges rated inadequate in 1986.

The tremendous backlog of bridges needing replacement and rehabilitation, along with estimated needs to meet growth, will require an investment of \$93 billion between now and the year 2005 as estimated by the FHWA.

Bridge conditions on the most heavily-trafficked highways have generally deteriorated.

The proportion of Interstate bridges classified as deficient rose from 10.6 percent in 1982 to 13.1 percent in 1984, to 14.3 percent in 1986 and to 15.9 percent in 1988.

Of the total \$93 billion in bridge needs, \$67.6 billion is needed to eliminate backlog and existing deficiencies; the remaining \$25.3 billion is necessary for accruing needs to the year 2005.

The federal government should be expending a minimum of \$3.5 billion annually through 2005 simply to rebuild and replace deteriorated bridges; to meet ongoing needs and support the growth in population, a minimum of \$4.9 billion should be spent each year.

At the present time, and for a number of years, the federal government has been spending less than one-third of the minimum \$3.5 billion needed to preserve and provide safe bridges.

According to Secretary of Transportation Samuel Skinner, the required repair and replacement of highway bridges in this country will cost two-thirds as much as the original construction of the interstate system.

Air transportation

The air transportation system is an increasingly important segment of the infrastructure, now accounting for 17.2 percent of all intercity passenger miles traveled.

The Federal Aviation Administration is forecasting a 5.0 percent annual growth rate in the number of revenue passenger miles flown by major air carriers from 1988 through the year 2000.

As air travel continues to grow at this rapid pace, the Federal Aviation Administration estimates that the number of "seriously congested" airports will increase to 58 by the year 2000, having an impact on 76 percent of all passengers.

This is a substantial increase from the current congested conditions. In 1986, the FAA calculated that 16 commercial service airports met the "very congested" criteria, having an impact on the 41 percent of all air passengers whose routes took them through these 16 airports. Airport capacity expansion needs have been computed by the Federal

Aviation Administration as part of the National Plan of Integrated Airport Systems (NPIAS).

Although some construction has occurred since the NPIAS plan was published, the vast majority of these aviation needs remain backlogged. The assessed need break down as follows:

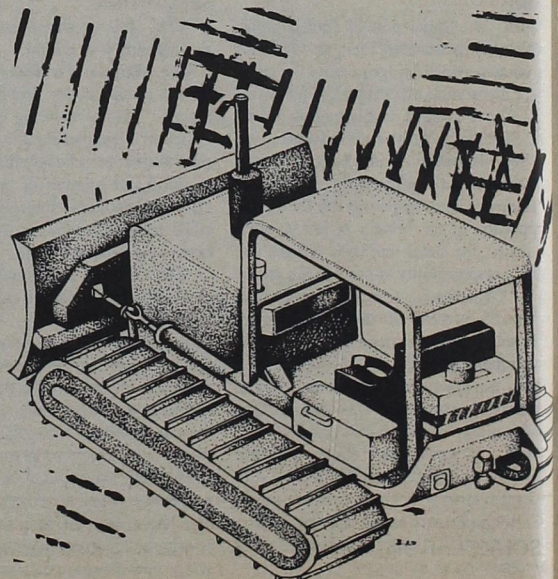
- Increase Capacity and Expand System — \$17.4 billion;
- Update and Improve System — \$4.3 billion; and
- System Maintenance — \$2.6 billion.

Ports and Waterways

Over the last 15 years there has been an increase in the size of vessels involved in waterborne commerce. In 1980, about 3 percent of vessels exceeded 10,000 dead weight tons (dwt). As of 1985, more than 60 percent of the active tonnage in the world tanker fleet exceeded 10,000 dwt. These vessels need channels that are deeper than 50 feet.

However, there are no harbors or

See REBUILD, page 8

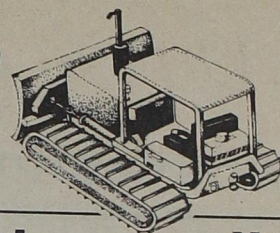


THE NATION'S DETERIORATING HIGHWAYS

State	*Principal Highway Miles	Deficient Miles	Percent Deficient	Rank
Alabama	29507	5850	20	9
Alaska	5156	1274	25	5
Arizona	15141	1418	9	25
Arkansas	27333	3970	15	12
California	57631	5337	9	25
Colorado	27521	1499	5	40
Connecticut	6898	460	7	32
Delaware	1566	168	11	21
D.C.	435	46	11	21
Florida	26612	2621	10	23
Georgia	36619	4247	12	19
Hawaii	1484	191	13	16
Idaho	12987	2216	17	10
Illinois	36376	1608	4	42
Indiana	30897	4786	15	12
Iowa	42006	1196	3	46
Kansas	43126	3431	8	29
Kentucky	23106	3232	14	14
Louisiana	18300	2340	13	16
Maine	8647	549	6	37
Maryland	9026	380	4	42
Massachusetts	12799	1005	8	29
Michigan	41236	2558	6	37
Minnesota	42152	422	1	51
Mississippi	23053	7964	35	2
Missouri	35415	6071	17	10
Montana	23175	2054	9	25
Nebraska	29417	1189	4	42
Nevada	8096	590	7	32
New Hampshire	4592	1071	23	6
New Jersey	10692	1318	12	19
New Mexico	11841	966	8	29
New York	36229	1010	3	46
North Carolina	29921	2226	7	32
North Dakota	25202	726	3	46
Ohio	34868	3245	9	25
Oklahoma	34547	8479	25	4
Oregon	25049	3441	14	14
Pennsylvania	34878	7324	21	8
Rhode Island	1754	451	26	3
South Carolina	21044	1158	6	37
South Dakota	25253	1823	7	32
Tennessee	26516	9672	36	1
Texas	90760	6670	7	32
Utah	11916	320	3	46
Vermont	4685	254	5	40
Virginia	22833	2397	10	23
Washington	23827	1031	4	42
West Virginia	12248	2659	22	7
Wisconsin	33278	4196	13	16
Wyoming	14680	437	3	46
U.S. Total	1,212,230	129,546	11	-

*These figures represent approximately 30 percent of the nation's total highway mileage which carries 87 percent of all travel.

SOURCE: Federal Highway Administration, U.S. Department of Transportation



Burdick calls for formal infrastructure policy

By Senator Quentin N. Burdick
(D-N.D.)

The National Association of Counties has a long and distinguished history. Its members, the thousands of county governments located across the nation, are truly on the "front line" of American public service. They are in daily contact with constituents and undertake a substantial share of the responsibility for meeting the most basic human needs of our country. They do a very difficult job and they do it well.

It is encouraging to me to know that this fine organization is focusing on infrastructure issues. I am confident that the nationwide attention that NACo can bring to bear on a problem like deteriorating infrastructure will be very helpful in creating a new, more vigorous agenda for this very important public responsibility. In so doing, their efforts will produce great dividends for all of us.

For example, a critical "gap" in infrastructure identified by county officials concerns the water supply systems of small, and for the most part, rural towns and counties. Water systems that serve under 3,500 people account for 80 percent of the delivery systems in the country and most of these lack the



Sen. Quentin N. Burdick

economies of scale to finance normal maintenance needs, let alone major improvements. I have introduced legislation which addresses this problem (S. 1296). The relatively small and inexpensive program proposed in my bill would be far reaching in terms of the number of people reached by an improved water supply.

It seems to me that reports on infrastructure problems have identified a major weakness which could be addressed quickly and with little cost. I am referring to the complete lack of a coordinated infrastructure policy at the federal level. There is no formalized capacity in the executive branch to develop, enunciate, debate, discuss or execute an infrastructure policy.

There is no capacity in the executive branch to manage public-private innovations in technology; no capacity to guide local officials to information and technical assistance.

In short, the federal government has no infrastructure policy and no agent to oversee and coordinate such a policy.

I am considering introducing legislation to establish such a coordinating body in the executive branch, and intend to discuss such a proposal with my colleagues on the Environment and Public Works Committee when Congress reconvenes in January.

An ongoing infrastructure program of which I am very proud is the Federal-Aid Highway program. It is one of the major jurisdictional responsibilities for the Committee on Environment and Public Works and one of the Federal government's most important and successful domestic programs. With federal highway trust fund spending averaging around \$13 billion per year, the federal-aid systems carry almost 80 percent of the nation's traffic, even though they make up only about 22 percent of total road street mileage.

The highway program is a mature one. Its centerpiece has been the Interstate construction program, one of the largest public works investments in the history of the

world. Nearly \$125 billion has been spent to finish the interstate system which is now close to 99 percent complete. With authorizations expiring Sept. 30, 1991, it is time for a substantive review of transportation needs and of the federal government's role in a post-interstate era.

The Environment and Public Works Committee held three field hearings in 1989 on reauthorization issues. Beginning in early 1990, the committee will hold a series of hearings in Washington, D.C., and elsewhere. By the early part of 1991, I anticipate that the committee will have legislation ready for consideration. Our counterparts on the House Public Works and Transportation Committee will be following a similar schedule, and, of course, the administration is preparing its legislative proposal.

To reach the common ground necessary for agreement on transportation legislation, a balance must be found in several key areas:

- to maintain our existing investment and plan for future needs;
- to serve rural, sparsely populated states and fast growing, urban states;
- to spend adequate sums for construction and repair projects and stay within budgetary limits;

• to encourage transportation development as well as environmental protection and energy conservation;

• to focus on mobility needs and also the broader economic issues of productivity and international competitiveness;

• to emphasize the importance of an efficient and equitable system of highway user taxes;

• to channel highway user fees to meeting highway needs and better coordinate spending for modes of transportation;

• to assure a reliable network of highways and bridges and meet related safety and social concerns; and

• to implement the regulatory program while emphasizing development of new technologies, research initiatives and forward looking, innovative solutions to transportation problems.

America cannot afford to let roads and bridges deteriorate. We expect an energetic discussion of the issues by all those interested in the future of transportation. One of my top priorities as chairman of the Environment and Public Works Committee will be timely action on reauthorization of this essential program. I look forward to working with the National Association of Counties as Congress wrestles with these and other very difficult and vital infrastructure problems.

Leadership proves to be infrastructure key

By Beverly Schlotterbeck
editor

Normally, Salt Lake County, Utah receives 15.3 inches of precipitation, annually. The entire state ranks as one of the most arid in the nation, keeping company with such well-known dry spots as Nevada and Arizona.

It may come as no surprise, then, that it takes a good amount of political courage to bring a hefty bond package on flood control to Salt Lake County voters. But that's exactly what Bart Barker and his colleagues did after serious flooding hit the county for three straight years beginning in 1983.

"We approved a fairly sizeable tax increase and took it to the voters. It was a real risky thing to do. Flood control was seen as building an ark and opponents questioned, 'Why do you need that in the middle of the desert?'" Barker said. But the \$33 million package passed and will be paid off next year. "There is growing

pressure, though, to reduce our commitment. The real question is, will we continue to fund flood control," Barker added.

That's an important question for a commissioner who is up for reelection this November and who supported recent budget-cutting measures despite an overall budget surplus. Yet the commissioner seems to have thrived on political risks, many of them centering on infrastructure needs.

When the county lost its \$30 million in federal revenue sharing funds, the commissioners cancelled all road improvements, rather than bite into their maintenance budget, Barker said, even though road improvements are generally popular with voters. "In transportation, you must keep the maintenance level high. It takes courage because it's easier to be expedient, but you've got to."

While there is no easy formula that guarantees voter approval, Barker's experience in providing leadership on some tough issues has taught him a few lessons.



Bart Barker, commissioner
Salt Lake County, Utah

Persuading voters to support big-ticket infrastructure projects begins with making certain that deliberations are public, Barker said. "Sometimes a serious infrastructure problem is embarrassing. The temptation is to keep it quiet. But keeping it quiet prevents the public from coming to the same conclusions that you

have," Barker says to make your case publicly. "Go directly to the press, to newspaper editorial boards. Go to community interest groups. Make a specific list of projects. Show what you're going to do. Create a constituency for

your project."

But first, balance what is needed with what is politically reasonable. "It doesn't do any good to take a politically unpopular stand, just to see it reversed by your own successor."

REBUILD

from page 6

the U.S. Atlantic and Gulf coasts which have depths capable of handling a fully loaded vessel of that size; no harbor currently exists with a depth greater than 45 feet. Only the Pacific Coast harbors of Los Angeles/Long Beach and some of the ports at Puget Sound have depths of 55 to 60 feet.

The driving force behind the need to service large vessels is the cost savings achieved by use of larger vessels.

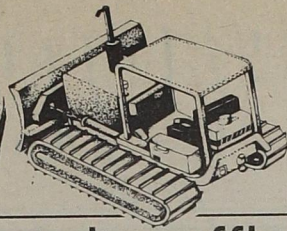
A transportation cost savings of \$3 to \$5 per ton for trips from the U.S. Atlantic coast to Europe can be achieved, with much greater savings for trips to the Far

East.

The Office of Technology Assessment has estimated that 10 percent can be cut from the cost of export coal as received by Europe and the Pacific Rim countries if U.S. ports could handle super-colliers.

A Congressional Budget Office report has noted that it would appear cost-effective to dredge one or two ports to 55 feet.

(For a copy of the full report, or for more information about Rebuild America, contact: Rebuild America Secretariat, 1957 E St., NW, Washington, D.C. 20006, 202/638-3811.)



Short line railroads, efficient for some counties

By Daniel L. Zink
Upper Great Plains
Transportation Institute

The industrial organization of the American railroad industry continues to undergo significant change. While at one time dozens of smaller railroads connected to form the nation's rail network, the 1980s saw mergers, consolidations and buy outs so extensive that today less than a dozen very large carriers each across thousands of miles of territory, with some stretching from coast to coast. The largest (measured in miles of track) of these today, the Burlington Northern Railroad (BN), serves a large area of the western United States from Seattle to Chicago, to the Gulf of Mexico to Denver.

Railroads played a critical role in the early development of the country, particularly in rural areas. Regions like the Plains states were virtually undeveloped until the railroad tracks provided a means by which settlers could ship their primary products out (grain) and all types of supplies in.

Several changes in the structure of the rail industry have occurred since those first rails were laid across the continent. In 1929, working railroads operated over 381,000 miles of tracks in the United States. By the late 1980s, that had been reduced to less than 300,000 miles. Over that same time period, the total number of railroad employees dropped from about 1.7 million to less than 300,000. The number of carloads hauled by railroads declined to almost half the 1929 level, reflecting the enormous volume of traffic from railroads trucks over the past few decades.

All of these factors affect counties and county governments one way or another. As rail service is abandoned, property tax collections are affected and heavy truck traffic becomes diverted to county roads. The net effect of this additional traffic on county budgets can be substantial if vehicles are concentrated on roads not built to handle the additional traffic. Also, rail employment drops, a county's overall economic condition may suffer if many railroad jobs are lost in a localized area.

One potentially positive development for counties in this era of railroad restructuring is the advent of the short line railroad.

Along with the formation of a few very large railroads in the United States, we have seen the proliferation of many smaller, local railroads. Since 1980, more than 10 of these small railroads have been formed, most as a result of

larger railroad (like the BN) sales to independent operators. Some have been created from trackage abandoned by a larger carrier. These smaller railroads generally operate fewer miles of track — from five or 10 miles, up to several hundred miles — have fewer employees, often serve local or rural areas, and have many fewer customers than the large railroads.

The sale often works well for both buyer and seller. The new short line maintains rail service to a local economy, and its operators receive revenue for local pick-up and delivery of rail cars to the larger carrier for the long distance portion of a shipment. The selling railroad still shares in the revenues from the traffic.

Counties and county governments may benefit from the formation of these smaller, local railroads. The sale of rural branch lines to short line railroad operators is often viewed as an alternative to

abandonment of branch lines by a larger railroad.

Because of a short line's lower labor costs and local attention to customers, it often can do a better job of serving local shippers and operating the rail lines more economically. Therefore, abandonment of the branch lines may not be necessary.

Keeping the rail lines open and operating may benefit counties in several ways. First, freight hauled on the railroad will be kept off local roads, thereby reducing road maintenance and construction costs. This will be especially beneficial if abandonment would have forced heavy truck shipments onto local roads.

Other negative community impacts from this truck traffic may include noise pollution, air pollution and increased traffic congestion.

Second, if smaller short line railroads can provide better service

to their customers, those customers will be more competitive and more profitable. This may lead to, at least, retention of local business activity, if not added economic development.

Third, because of the local nature of short line railroads, the companies may be headquartered in the local communities they serve, unlike many of the larger railroads. Local benefits will therefore arise from employment at these headquarters.

From the standpoint of local employment, however, there may be one drawback. When short lines are formed, they often do not hire unionized train crews and other craft union workers.

Replacing higher paid union workers with non-union employees may lower the total local payroll in the short run, hurting local expenditures. In the long run, however, many of these jobs may have been lost because of

abandonment if the short line operator had not taken over operation of the lines. And if the short line railroad can provide improved service, business may grow and additional jobs in the community will be generated. Also, if the railroad is able to build its customer base, additional railroad jobs will be generated as well.

So far, the record of short line operations has been good. There have been some failures, but in general short lines have performed well in taking over neglected light density rail trackage and maintaining or improving rail service. To the extent that these small railroads can stabilize or bolster local economies, county governments will also benefit. If these benefits are apparent in a particular county, local officials may want to become involved in fostering development of short lines in their area.

Local governments looking to private sector for infrastructure financing

By Steve Lee
research associate

(Ed. Note: This is the fourth in a series of County News articles that are a part of the Suburban Mobility Project.)

Much of the discussion today around alleviating suburban traffic congestion is focused on how to manage the system more efficiently, how to build more roads, and how to get people out of the cars and on to public transit.

What is talked about less are ways to finance the planning and implementation of any congestion relief strategy. More and more governments are relying on the private sector to assume greater responsibility for infrastructure financing as traditional sources such as fuel taxes, property taxes and user fees are inadequate to meet the demand.

The degree of public/private financing strategies range from the creation of benefit assessment districts that levy a tax on property owners for improvements that provide the owners with a direct benefit to infrastructure banks where public funds are pooled and made available to local government at low or no interest rates. However, a concept and accompanying strategy that appears to be gaining some popularity in its implementation is the use of impact fees.

First of all, impact fees can be described as one-time assessments

on new development. The formula for the fee may vary by type of development, but are generally based on the amount of square footage or number of bedrooms per dwelling unit. While private financing is not new, the use of impact fees represent a relatively new method of infrastructure financing. According to a report by the Urban Land Institute, "rapid growth in many areas combined with increase in construction costs and interest rates and reductions in federal and state aid increased the cost to local governments of providing new infrastructure." Over the past decade public outcries to limit expenditures and a decrease in revenues have resulted in a marked shift of the costs associated with new infrastructure on to developers and residents of new development.

Some other reasons that impact fees are being used more frequently are that they:

- support the "pay-as-you-go" concept of financing and are taxes based on the benefits received by the owner and shift the costs away from the general tax paying public;
- represent opportunities to raise large amounts of capital that could be used to secure bonds and complement new or existing revenue sources;
- present the need to make long-range assessments of transportation improvements, costs and priorities; and
- offer the private sector,

citizens and public officials the chance to develop an infrastructure improvement and financing program that has broad-based support. There are, however, several steps that must be taken before a successful program can be developed.

First of all, and most importantly, the authority to impose impact fees must be granted by the state legislature. Secondly, because of the extensive amount of case law pertaining to impact, it is important to determine whether the fees are perceived as taxes (granted under general taxing authority) or regulations (granted under police powers and exercised to protect public health and safety.)

Most impact fee ordinances operate under police power authority and encompass the "rational nexus concept." In short, "rational nexus" allows governments to charge new development the appropriate share of the cost of all public facilities that serve the new residents paying the fee. In other words, the infrastructure does not have to be of exclusive benefit to those paying the fee. However, the issue most often cited as a problem with ordinances based on rational nexus is the double taxation of new residents.

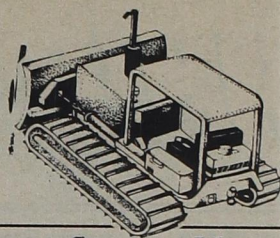
The double taxation problem occurs when both new and established residents are paying taxes and utility fees, but established residents are paying only for infrastructure that meets

their needs while new residents pay both general taxes and impact fees and are paying for facilities from which they receive no benefit. A solution that is often used to address this problem is the reduction of the development fees in an amount equal to the taxes or fees that would be paid by the development to retire debt on existing facilities.

Some final points to consider are that the new infrastructure must be attributable to and necessary for the new development and the fees must be dedicated to being spent for facilities that serve the new development.

Also, keep in mind that developers and builders generally oppose financing exclusively through impact fees and advocate financing programs that utilize other strategies. If these issues, as briefly outlined, can be addressed seriously in any discussions regarding impact fees, chances are a solid and workable ordinance can be developed and implemented.

Several cities and counties have considerable experience and success in this area of infrastructure finance, such as Los Angeles County, Calif., and Orange County, Fla. In addition to California and Florida, several states have enacted enabling legislation that might be useful in advocating a similar statute before your legislature. Other experiences have been documented and are available upon request from NACo. For more information, contact Steve Lee at 202/393-6226.



Transportation veteran discusses funding

By Thomas A. Tidemanson
public works director
Los Angeles County, Calif.

Increased traffic congestion and decreased mobility is one of the major problems facing local governments today. Almost nine million people live in Los Angeles County in an area of more than 4,000 square miles. More people now live in Los Angeles County than in 42 of our 50 states. There are 86 cities and dozens of unincorporated urbanized communities.

Residents own more than six million registered vehicles and travel nearly 180 million miles a day on over 18,000 miles of streets and roads. More than four million people hold jobs in Los Angeles County.

Because job locations are largely located in suburban activity centers that are outside the traditional urban centers, and more and more people are moving to the outskirts to find affordable housing, the transportation network that allows travel between and within suburban areas is inadequate.

Traditionally, highway construction in Los Angeles County has been determined by the location of private development. This county has relied on the revenues from gasoline taxes to construct roads and streets. However, the flat per gallon tax rate ties revenue to consumption and not price.

The result is that while miles travelled and congestion continue to increase, cars are more efficient and we realize less revenue to meet the increase demand. To address this revenue shortfall, other sources of state and local revenue needed to be identified.

A proposal on the June 1990 ballot that would increase the gas tax from nine cents to 18 cents over a ten-year period, increase vehicle weight fees, authorize issuance of general obligation bonds, and dedicate sales tax revenues is expected to generate \$18.5 billion dollars for transportation improvements.

In addition to the traditional sources, several innovative methods of financing major infrastructure systems, especially roads, have been implemented by

the county.

One such method used to defray the cost of roadway construction are the creation of Bridge and Major Thoroughfare Construction Fee Districts.

The formation of these districts enables the county to collect fees from within a benefited area to cover both preliminary engineering work and the construction of highway and bridge improvements within the district both inside and outside boundary tracts. The fee is levied in proportion to the estimated number of trips generated by the development based on development-type and nationally accepted trip generation data. Fees can be collected at the time the tract is recorded or during the issuance of building permits.

While these benefit assessment districts are a stable long-term source of funding, the need to construct some improvements before sufficient funds are collected can create short-term cash flow problems.

To fund a shortfall, the county has executed agreements whereby the developers complete district improvements and receive credits

toward future fee obligations.

Since 1985, four districts have been established.

The developers have either paid the district fee or have executed agreements to complete district improvement work in lieu of paying the fees. The \$20 million collected so far has enabled the county to proceed with several key projects.

Another innovative method of financing highway and street systems is the formation of Mello Roos Districts (named for the legislators that introduced the act in the state assembly), an assessment district that can be set up by a legislative body, such as the Los Angeles County Board of Supervisors, to provide a variety of public improvements or services for not only roads, but parks, storm drains and libraries.

The use of assessment districts is very popular because they shift the costs of infrastructure to the group of property owners that receive a special benefit from the improvements.

However, if a local government is not permitted to establish assessment districts, legislative

authority must be granted. If the authority is granted and districts begin to be formed, we have others most likely will, spend in court defending challenges the property owners. Nevertheless, the districts do generate revenue to secure the issuance of bonds that are retired with property tax revenues.

Los Angeles County faces a tremendous challenge in financing innovative solutions to provide the infrastructure to serve residents.

The establishment of Bridge and Major Thoroughfare Construction Fee Districts, developer agreements and Mello Roos Districts provided the county with funding measures that have provided a tremendous boost in meeting growing infrastructure needs.

If you would like specific information on Los Angeles County's programs, contact Thomas A. Tidemanson, Los Angeles County public works director, at 818/458-5100. He is interested in NACO's Suburban Mobility Project, contact Steve Lee, project manager, at 202/393-6226.

Rapid growth stressing transportation system

By Thomas M. Hastings
public works and
development director
Orange County, Fla.

Orange County, Fla. has had a spectacular growth rate for the past 18 years. Resident population has grown from 344,000 in 1971 to a current population of 639,000. This 86 percent increase is further augmented by a year-round influx of 12 million visitors annually. This means that on any given day, there are about 30,000 non-residents in using Orange County facilities and services.

Our airport is now the 17th busiest in the nation and the 20th busiest in the world with 800 flights a day handling 16.5 million passengers. The mass transit system in the tri-county area of Orange, Seminole and Osceola counties has 88 busses covering a 235 square mile area.

The system carried 6,300,000 passengers last year and is showing about a 10 percent yearly increase in ridership.

This tremendous growth in resident and tourist populations has placed great stress on the transportation system. It has become apparent that the traditional use of gas tax revenues for construction and maintenance of arterial road systems, as well as

operation and capital development of the mass transit system is not going to provide the money necessary to keep up with growth.

Presently, road construction money for the federal and state systems is generated by a 14.7 cent per gallon state gasoline tax. The county receives 5.2 cents per gallon for construction of county roads. The Orlando/Orange County Expressway Authority funds a toll road system through the issuance of bonds with debt service paid by toll revenues, and if necessary, county gas tax revenues.

There is a strong belief among the Orange County Board of County Commissioners in the "user pay" concept of infrastructure financing and that new growth must pay for itself.

In 1986 the board enacted the Orange County Transportation Impact Fee Ordinance that enables growth and development to be regulated, to proceed in compliance with the adopted Comprehensive Growth Management Plan and to pay its share of reasonably anticipated costs of major road network system improvements.

Orange County's transportation impact fee schedule ranges from \$509 to \$1060, and there is an extensive fee schedule for office, commercial and industrial developments ranging from \$1,200 to \$8,000 per 1,000 square feet of

gross leasable floor area. Alternative impact fee calculations are authorized by the ordinance. If a developer or builder believes that the cost of off-site road way improvements needed to serve the proposed development is less than the fee established in the ordinance, the applicant may submit an alternate fee calculation.

There are specific guidelines contained in the ordinance that must be followed in computing the revised fee. Included in the guidelines are average daily trips, diversion/capture factor, trip lengths, lane mile capacity and cost of right of way, for instance.

Since the ordinance went into effect Jan. 1, 1986, \$55 million has been collected. The county projects the total to reach \$378 million through the year 2000. These revenues are placed in a trust fund that is separate from other county revenue and can be used for planning, design, right of way acquisition and construction.

Also, the county anticipates collecting \$303 million in gas tax revenues. While the imposition of local road impact fees has reduced the unfunded needs of county and municipal road systems, there are additional financing options that have been used or are being explored.

Florida counties may establish municipal service taxing units

(MSTU's) for the purpose of providing "essential facilities and municipal services" within unincorporated areas. The disadvantage of MSTU's is that they can only operate within unincorporated areas of the county. The advantage is that they can levy property taxes of up to 10 mills without voter approval and the millage does not count against the 10-mill constitutional cap on county property taxes.

Road user-based financing strategies include additional gas taxes, new vehicles taxes, increased vehicle license fees and

rental car surcharges. The legislature is considering options, as well as increasing property taxes and dedicated taxes to help finance the growing gap in meeting infrastructure needs.

If you would like specific information on any of Orange County's transportation financing strategies, please contact Thomas M. Hastings, public works and development director, 407/7900. For information on NACO's Suburban Mobility Project, contact Steve Lee, project manager, at 202/393-6226.

Biodegradable plastic packaging won't solve solid waste disposal problems

Some plastics producers and northeastern states' solid waste officials, calling themselves The Concord Group, have gone on record questioning the value of degradable plastic packaging.

In a joint statement, released in November, The Concord Group said that making relatively inert, stable plastics more degradable serves no purpose since modern landfills are consciously designed to prevent materials from degrading and possibly contaminating the groundwater or air supplies. The real need is to limit plastics going into the land through source reduction and recycling, the group said.

The Concord Group, with members drawn from plastics industry leaders such as Mobil Chemical Company, Dow Plastics and Shell Chemical, was the outgrowth of a day-long meeting last summer in Concord, Mass. about plastics, the environment and solid waste management. The Washington, D.C.-based Council on Plastics Packaging in the Environment (COPPE) sponsored the event.

Concord Group members said, "the public often mistakenly equates degradability... as being a solution to solid waste disposal problems."

1990 Congressional Schedule

Senate

January 15	Martin Luther King Jr.'s Birthday
January 22	Receive president's budget
January 23	Senate reconvenes
January 26	Senate not in session
February 12-19	Senate not in session
February 12	Lincoln's Birthday
February 19	President's Day
February 20	Senate reconvenes
March 12-19	Senate not in session
March 20	Senate reconvenes
April 9-17	Senate not in session
April 10	Passover
April 13	Good Friday
April 15	Easter Sunday
April 18	Senate reconvenes
May 25-June 4	Senate not in session
May 28	Memorial Day
June 5	Senate reconvenes
July 2-9	Senate not in session
July 4	Independence Day
July 10	Senate reconvenes
August 6-Sept. 4	Senate not in session
September 3	Labor Day
September 20	Rosh Hashanah
September 29	Yom Kippur
October 5	ADJOURNMENT TARGET
October 8	Columbus Day
November 6	Election Day
November 22	Thanksgiving Day

House

January 15	Martin Luther King Jr.'s Birthday
January 22	Receive president's budget
January 23	House reconvenes
February 9-19	District Work Period
February 12	Lincoln's Birthday
February 19	Washington's Birthday
February 25	Committee budget reports due
April 1	FY91 budget resolution reported
April 6-17	District Work Period
April 10	Passover
April 13	Good Friday
April 15	Easter Sunday
April 15	Deadline for FY91 budget resolution
May 15	First appropriations bill on floor
May 25-June 4	District Work Period
May 28	Memorial Day
June 10	Appropriations panel reports last bill
June 15	House completes reconciliation
July 2-9	District Work Period
July 4	Independence Day
July 15	President's mid-year budget report
August 6-Sept. 4	District Work Period
August 15	Initial CBO 'snapshot'
August 20	Initial CBO report
August 25	Initial OMB report
September 3	Labor Day
September 20	Rosh Hashanah
September 29	Yom Kippur
October 1	FY91 begins
October 5	ADJOURNMENT TARGET
October 8	Columbus Day
October 10	Final CBO report
October 15	Final OMB report
November 6	Election Day
November 22	Thanksgiving Day

Dade County plans huge recycling effort

By Rhonda Victor Sibilia
Dade County, Fla.

In just four months, Dade County residents will change the way they clean up in the kitchen. Taking out the garbage will never be the same.

Beginning in April, Metro-Dade government will begin curbside pickup of recyclable materials from homes in unincorporated areas.

By next September when all 225,000 homes are participating, Dade's will be the largest curbside recycling program in the nation, and is expected to grow even larger as many of the county's 26 municipalities decide to join in.

"This isn't a pilot or demonstration project," said Metro-Dade Commissioner Harvey Ruvin. "You have to take risks and make strong commitments to go forward."

Ruvin chairs the County Commission's Environment and

Land Use Committee which is overseeing the start-up process. The county is negotiating with a private contractor to collect the recyclable goods, process them and sell them.

The private hauler is required to provide each home with three plastic bins: one for aluminum, glass, plastic and tin; one for newspapers only; and one for mixed paper products. The company must also provide its own trucks, employees and processing center. Residents will place the bins at their curbs once each week for pickup. That day will be one of the two days scheduled for regular garbage pickup.

"This is going to be a popular program," said Ruvin, a NACO past-president. "Reaction so far has been incredible."

The curbside program is one effort Metro-Dade is making to meet the mandate by the Florida Legislature that counties recycle 30

percent of their solid waste by 1994. Even with total participation, the curbside pickup will not meet that goal.

"We expect curbside recycling to reduce our solid waste flow 15 percent," said Bill Worrell, assistant director of Metro-Dade's Department of Solid Waste Management. "I'm hoping that as the market develops, we will be able to add materials to the list."

Even a 15 percent reduction of garbage will be welcome. Right now, Dade residents generate nearly 50,000 tons of solid waste each week, or seven pounds per person per day. That is enough to fill the Orange Bowl to the top every three weeks.

In addition to residential curbside pickup, officials are looking into programs for multi-unit dwellings, restaurants, hotels and businesses. Trade-In Sam's Goodwill Recycling Center, the county's joint venture buy-back

facility, has received more than a million pounds in recyclable material in less than one year of operation.

To improve the market for recycled products, Metro-Dade's procurement process will be altered to generate a greater demand for recycled goods.

Recycling household garbage isn't the only program in the works to reduce what Dade dumps into landfills. A new composting plant in the northwest part of the county will turn yard clippings and other household waste into valuable fertilizer beginning this year. And, the county's resource recovery plant has been turning garbage into electricity for the past decade.

Another way to reduce the amount of garbage generated is to reduce the source. For example, the board of county commissioners will soon consider an ordinance banning polystyrene foam packaging.

But it is the curbside program that will most affect residents. A massive education campaign extolling benefits of recycling will soon be underway. The Department of Solid Waste Management will eventually revamp its fee structure, to charge more to those who do not separate their garbage, so as to encourage homeowners to have a financial incentive to recycle.

In addition to reducing the amount of garbage sent to landfills, the program offers something that everyone, no matter their background, can buy into: a sense of pride in their community. "It will have a tremendous impact on the environment, instill in people a greater respect for our planet," he said. "It will encourage this community together, and represent a common goal that everyone, no matter their background, can buy into and take pride in."

NHTSA and NACO to conduct highway safety analysis

By Sandy Reinsel Markwood
project director
National Highway Traffic
Safety Administration

"Every 10 minutes, 24 hours a day, 365 days a year, another American is killed in a motor vehicle crash, and every ten seconds another person is injured, more than the casualties of a major airline crash every day of the year," according to the National Highway Traffic Safety Administration.

Traffic safety is not only a major transportation issue, it is also a public health problem of dramatic proportions. Motor vehicles are the most common cause of death for individuals between the ages of one and 34. The National Highway Traffic Safety Administration (NHTSA) reports there were 46,386 motor vehicle crashes in 1987. Traffic fatalities that year resulted in approximately 1.4 million years of potential life lost before age 65, an amount greater than deaths from cancer, heart disease and all other causes.

Additionally, there were 3.4 million nonfatal traffic injuries in 1987. These traffic injuries are the major cause of paraplegia and quadriplegia in this country and the single leading cause of severe brain damage.

The cost of traffic fatalities and injuries both in human and economic terms is enormous. Although the emotional costs of loss of life from motor vehicle crashes are too great to measure, the economic costs can, to a degree, be quantified. NHTSA estimates, for

instance, that the total economic cost to society of motor accidents in 1986 was \$74.2 billion. Included in this cost is \$27.5 billion for property damage, \$15.2 billion for lost productivity, \$3.8 billion for medical costs and \$23 billion for insurance, legal and other expenses.

These costs have a direct and dramatic impact on county governments — not only as providers of services in the community, but also as employers.

On the services side, traffic safety issues affect public works/engineering departments which are responsible for roadway, bicycle and pedestrian safety design; local courts which are charged with handling drunk driving offenses; county hospitals and public health departments which provide care for traffic crash victims; and law enforcement departments, responsible for enforcing driving while intoxicated (DWI) laws.

Traffic safety also affects worker productivity, liability and insurance rates. When employees are involved in a motor vehicle crash, the work-related fatality is estimated to cost the employer an average \$120,000 in direct and indirect costs.

Because of this impact, the NHTSA is contracting with NACO to conduct an analysis of public interest groups representing local and state elected and appointed officials who have a stake in highway safety and, where appropriate, to develop strategies to work with these officials to implement effective community traffic safety programs to be

successful at the state, local or community level. NHTSA realizes that the support of elected officials is essential. This has been repeatedly proven in campaigns focused on drunk driving programs, child safety seat laws and safety belt use policies. Without the support of opinion leaders, programs and policies do not get enacted, implemented or enforced.

Many county officials already have realized the benefits of instituting community traffic safety programs.

Suffolk County, N.Y. was the first county in New York to submit a plan to use State Special Traffic Options Against Driving While Intoxicated (STOP-DWI) funds to initiate a comprehensive program of enforcement, education, prosecution, rehabilitation and public information. Lead by the county executive's office, this effort has resulted in a 35 percent decline in alcohol-related fatalities, a 50 percent increase in DWI arrests and a 40 percent increase in safety belt usage.

Concerned that their county had the highest traffic accident rate of the seven counties surrounding Indianapolis, the Hamilton County, Ind. prosecutor and sheriff spearheaded the establishment of a Traffic Safety Task Force.

Headed by a full-time executive director, the task force is charged with developing a broad spectrum of measures to address the county's traffic problems.

Since its formation two years ago, county seat belt use has risen from 28 percent to 68 percent,

hazardous road sites have been identified and redesigned, thereby reducing or eliminating accidents at the sites.

In California, the Butte County Health Department, noticing rising numbers of deaths and injuries from traffic accidents, initiated a traffic safety project to pinpoint the county's traffic safety problems and to involve both the public and private sectors in finding solutions

to the problems.

To find out more about the ways you can raise public awareness and reduce the frequency of fatalities and injuries in your county, contact: Sandra Markwood, National Highway Traffic Safety Administration, Office of Traffic Safety Programs, NTS-01, 400 Seventh Street, Room 5125, Washington, D.C. 20590, 202/366-4500.

Traffic Safety Statistics

- Since 1900, more than 2.6 million Americans have died in traffic crashes. That is 1.5 million more than the number of Americans killed in all the wars in U.S. history.
- In 1986, more than half of all traffic fatalities were alcohol-related.
- Alcohol-related traffic crashes are the leading cause of death for adolescents.
- Manual safety belts reduce the risk of fatality or serious injury by 50 percent.
- When used correctly, child safety seats prevent motor vehicle injury 50 percent of the time, death 71 percent of the time, and hospitalization 67 percent of the time.
- Federal, state and local governments spend more than \$1 billion annually to compensate thousands of motor vehicle crash victims for medical costs or loss of earnings.
- Taxpayers pay nearly \$300 million in compensation for sick leave for public employees lost time that results from crash injuries.
- The average direct cost for care per patient in a motorcycle accident was over \$25,000 — more than 60 percent of these costs were paid by public funds.
- It is estimated that the cost of all traffic crashes averaged \$308 annually for every man, woman and child in the United States. The total medical costs per critical injury averaged \$138,000, and the societal cost per traffic fatality was more than \$330,000.

News from the nation's counties

North

PENNSYLVANIA

Twelve new one-stop Job Centers in Southeastern Pennsylvania are helping the partnership's employers and workers adapt to changing economic conditions, according to Labor and Industry Secretary Harris Wofford. "As is the case throughout the Commonwealth, the economy in Philadelphia, Delaware, and Montgomery and surrounding counties is being challenged by foreign competition, labor shortages in many occupations and by almost daily technological advances in the workplace," Wofford said during a regional economic briefing in Philadelphia. The meeting was one of a series of meetings throughout the state alerting employers and workers to the one-stop employment services offered by local Job Centers.

Pennsylvania's first Job Center was opened in Erie last year. By the beginning of 1990 more than 80 centers statewide will be in full operation.

WISCONSIN

This past fall, MILWAUKEE COUNTY'S new 911 emergency system became fully accessible to persons who are hearing impaired. Access to 911 for the hearing-impaired was made possible through the county's decision last spring to purchase telecommunications devices for the deaf (TDDs) for each

municipality in Milwaukee County.

The TDDs were purchased using accessibility funds available through the Community Development Block Grant program. In case of emergency, persons who are hearing-impaired can reach the new emergency TDDs by dialing 911 on their TDDs at home.

South

GEORGIA

• **CLARKE COUNTY** was recently selected from nearly 300 applicants to receive one of 25 national 1989 State and Local Exemplary awards. The award recognizes significant innovation and achievement; having produced exceptional cost savings, measurable increases in quality and productivity; and improvements in the quality and effectiveness of government services.

Clarke County received its award for its unique, on-line Automated Juror Selection and Juror Tracking system which automates the selection process and tracks juror eligibility for both traverse and grand juries.

The State and Local Exemplary Awards program is jointly sponsored by the William C. Norris Institute in Minneapolis/St. Paul, Minn. and the National Center for Public Productivity at Rutgers University in Newark, N.J., in cooperation with the Local Government Information Network (LOGIN Information Services).

MARYLAND

• HOWARD COUNTY

Executive Elizabeth Bobo has joined CARROLL COUNTY Commissioners Julia Gouge and John Armacost in signing an agreement to form the Mid-Maryland Consortium, a job training partnership which will deliver training service to residents of both counties.

"This important partnership shows a regional cooperation and provides the opportunity to deliver the best job training services to both counties," said Executive Bobo. "Each county is bringing a dedicated and committed staff to respond to employment trends in Howard and Carroll counties."

The Mid-Maryland Consortium will be administered under the auspices of the Howard County Employment and Training Center (ETC) and will include staff from the ETC and the Carroll County Job Training Partnership Administration.

largest county highway project in the history of Dakota County. It was completed last July.

NEBRASKA

• The recent thefts of two flags from the SCOTTS BLUFF COUNTY Courthouse has prompted commissioners to change the county's policy. No longer will the American flag fly at night.

County Clerk Vera Dulaney reported to commissioners that a Nebraska and a POW-MIA flag were recently stolen from the veteran's memorial on the courthouse grounds. That report led the commissioners to adopt a new policy that calls for flags not to be flown during evening hours.

West

ARIZONA

• **MARICOPA COUNTY** Supervisor Carole Carpenter has been appointed by Governor Rose Mofford to the board of directors of the newly established Wastewater Management Authority of Arizona.

Carpenter, whose focus during five years as supervisor has been on the environment, said, "The term 'wastewater' can be misleading. Every drop of water is precious in Arizona. Processed wastewater has many applications and will help stop the drain on our aquifers. Through wastewater reclamation, this committee will foster conservation."

The Wastewater Management Authority and a wastewater

treatment revolving fund will help qualified cities, towns, counties and sanitary districts to build or improve treatment facilities. The board of directors will issue bonds, administer the fund and receive federal financial assistance and state matching funds.

CALIFORNIA

• The SAN BERNARDINO COUNTY Homeless Task Force has implemented a "cold weather strategy" designed to provide 16,000 shelter nights for the local homeless population during the winter months.

The task force has funded three homeless shelters to provide direct services and has contracted with the Salvation Army to provide motel vouchers as a "gapfill" strategy. The San Bernardino County Food Bank will assist the effort with surplus food and commodities.

The task force is comprised of numerous county departments that directly or indirectly serve the homeless.

• The SAN DIEGO COUNTY Department of Public Works (DPW) recently received a record \$663,000 annual grant from the San Diego Association of Governments for its FY89-90 Bike Lane program.

Public Works officials are elated because this year's county award totals more than the department has received in the last three years combined.

Funding for this year will permit various levels of design and construction on 10 projects totaling 15.4 miles of bicycle lanes throughout the county.

Mid west

MINNESOTA

• **DAKOTA COUNTY** recently received the Merit Award for Outstanding Performance from the Minnesota Department of Transportation for the construction of Pilot Knob Road in Eagan.

The award recognizes the project as the best bituminous paving project on an urban state-aid highway in 1989. The award was presented at the Bituminous Paving Conference in St. Paul.

The \$5.9 million project was the

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CONFERENCES

■ The fifth National Older Worker Program Conference, sponsored by the National Learninghouse on State and Local Older Worker Programs of the National Association of State Units on Aging (NASUA), will be held in Washington, D.C., on 11-16-19.

The conference, entitled, *Changing Times: Putting Experience to Work*, will focus on employment and training needs of persons 55 and older and on the needs of the programs that serve them.

The registration cost is \$295, based on availability. For more information, contact NASUA, 33 K Street, NW, Suite 304, Washington, D.C. 20006.

■ The Government Finance Officers Association (GFOA) is sponsoring several seminars in January, in Anaheim, Calif.:

• Jan. 22: *Fixed Asset*

Accounting and Reporting. The registration fee for GFOA members is \$150, \$200 for non-members.

• Jan. 22-23: *Internal Auditing for Governments*. The registration fee for GFOA members is \$224, \$275 for non-members.

• Jan. 23: *Financial Reporting and the GFOA Certificate of Achievement*. The registration fee for GFOA members is \$150, \$200 for non-members.

• Jan. 24-25: *Intermediate Governmental Accounting*. The registration fee for GFOA members is \$260, \$310 for non-members.

For more information on the seminars, write to GFOA Educational Services Center, 180 North Michigan Avenue, Suite 800, Chicago, IL 60601, or call Karen H. Nelson at 312/977-9700.

■ The Brookings Institution

Center for Public Policy Education is sponsoring the "Solving Housing and Urban Policy Problems: Public and Private Roles" conference, in Washington, D.C., Feb. 6.

Topics to be discussed include the role of public-private partnerships; Bush administration initiatives; and techniques for providing affordable housing.

Jack Kemp, secretary, Department of Housing and Urban Development has been invited to speak at the conference. The registration fee is \$350 per person. For more information, call Margaret Halstead at 202/797-6299, FAX: 202/797-6004.

■ The Southern Rural Development Center (SRDC) is sponsoring two conferences in Memphis, Tenn., Feb. 26-28.

The goal of the first conference, jointly sponsored by North Central Regional Center for

Rural Development and SRDC, is to aid county officials' efforts in developing a 10-year strategic economic development plan for 214 counties along the southern portion of the Mississippi River.

The theme of the second conference is, "The Role of Agriculture in the Social and Economic Development of the Lower Mississippi River Delta Region."

This conference will examine the role of agriculture in the socioeconomic system of the Lower Mississippi River Delta Region.

For more information about either conference, contact SRDC, Box 5446, Mississippi State, MS 39762.

■ "America in the 21st Century," is the theme of a national conference sponsored by the Population Resource Center to be held in Washington, D.C.,

March 29.

The conference will focus on demographic change and public policy in a changing world.

For more information, contact Shelley Kossak, director of Domestic Programs, Population Resource Center, 1725 K Street, Suite 1102, Washington, D.C. 20006, 202/467-5030.

■ The National Rural Health Association (NRHA) will hold its 13th annual national conference, "Rural Health! Empowered to Make a Difference," in New Orleans, La., May 16-19.

The conference sessions have been designed to present practical clinical sessions of interest to rural health providers; showcase current policy issues affecting rural health services; and report the results of research applicable to rural health service administrators and providers.

See NOTICES, page 15

Our Metro development: Can we do better in the '90s?

Across the continent, the signals are unmistakable. We may have made a serious national error with the expansive metropolitan form we accepted and celebrated in the 1980s: huge high-rise office centers far from our downtowns, low-density development sweeping out to farthest horizons.

Signs of the grim consequences are mounting month by month. Among them are gridlock traffic, hours-long commutes, serious air pollution, loss of greenbelts and open space, and absence of community life.

Hundreds of thousands of families who picked a home in far-out suburbia find themselves rising long before daybreak, dropping off kids at day-care centers as early as 6 a.m., dreading forbidding and predictable freeway tie-ups.

The Washington Post tells the story of the Harvey family of Prince William County, on the capital area's outer fringes. The parents have to be up at 4:15 each morning to have time to drop off the kids, face the roads and make it to work by 8.

In Southern California, the global symbol of freeway "freedom," average travel speed has dipped to 33 miles per hour and is likely to drop to as little as 15 mph

as population and car ownership keep expanding in the next decade.

Without massive new freeways, the Federal Highway Administration suggests congestion will increase 400 percent on freeways over the next 20 years. But plowing new roads through existing neighborhoods becomes increasingly unthinkable.

By a 10-2 vote, California's South Coast Air Quality Management District last March promulgated for the Los Angeles region the most Draconian controls ever formulated in the United States. Among them: requiring that all cars be converted to electric power or "clean" fuel by 2007, outlawing gasoline-powered lawnmowers, and virtually eliminating free parking.

First in California, and now increasingly across the continent, localities are adopting forms of growth control. By one estimate, there are now over 600 such plans. Earlier this month, Fairfax County, Va. reversed years of active recruitment of big industries and enacted broad-ranging restrictions on growth. Fairfax is not alone: All the other counties around the nation's capital have clamped down on development.

As the growth juggernaut pro-

ceeds, the greenbelts of productive open space about our regions — farms, parks, watersheds, forests — have been whittled back, paved over, many lost forever. One town merges into the next. Community identity is lost.

Finally, sprawling development separates people by class and race, moving the new jobs farther and farther from center-city people who are in the deepest need of productive employment. It's America's "new apartheid."

Add up the environmental, fiscal, social costs, says the San Francisco Bay Greenbelt Alliance, and it's clear that "a decentralized metropolis cannot be sustained for very long." Degraded air chokes us. There's no more land to exploit, except at totally unmanageable distances. Social tensions mount. Infrastructure costs soar beyond the public's willingness to pay.

What to do? Growth controls often come late in time, after many big developments are grandfathered in. At best, they offer a little respite from massive, traffic-clogging new residential or commercial developments.

First and foremost, says the Greenbelt Alliance, we should establish permanent boundaries around existing urban areas to pro-

tect open space. Zone to increase residential densities. Redirect development to existing city centers, with ingenious ways to recycle underused city land for new development. Promote mass transit.

And then, says the Alliance, we should "design physical environments that create livable streets, neighborhoods, and public spaces, oriented to the pedestrian and an integration of people's activities: work, shopping, entertainment."

None of that would restore the millions of acres we've sacrificed unnecessarily — creating, let's admit, a less attractive environment than Europeans achieve with a fraction of the space. But we can focus on rehabilitation, both of our deteriorated city neighborhoods and bleak, unfriendly suburban landscapes.

Our agenda for the '90s should include getting workplaces closer to people's homes and recreating neighborhood and village values.

One idea is to take the seas of sterile parking lots around suburban office parks and start converting them to attractive, compact housing.

A group of architects, including the University of Washington's Doug Klebaugh, suggests an en-

tirely new "suburban topology" for the '90s. They'd build "pedestrian pockets" — clusters of low-rise high-density housing, tail space, computerized back yard space and a shared square.

All the features would be within a quarter mile of the center — maximum distance, says Klebaugh, that Americans will walk before demanding wheels.

Klebaugh and his colleagues are looking for a much fuller social mix and include many of the single-person or single-family units.

Ideally, there'd be light rail connections. Their goal is a new urban environment that's "both a mix of old and new."

It's easy to name multiple reasons to that kind of development. It may find it hard to come up with realistic alternatives to our present consumption of space, time, money and loss of community.

But for a country worth the effort, we better start soon.

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Job Market

ADMINISTRATOR - GRAFTON COUNTY, N.H.: is seeking an experienced administrator for a 135-bed intermediate care nursing home with a full range of services. The applicant must qualify for or possess a current New Hampshire nursing home administrator's license, plus 3 years experience as an administrator preferred. Compensation dependent upon experience & qualifications. Excellent fringe benefits. Please send letter of application, resume and salary history to: Grafton County Commissioner, P.O. Box 108, Woodsville, NH 03785. Resumes will be accepted until March 1, 1990.

PARKS CONSTRUCTION & MAINTENANCE DIRECTOR - MARTIN COUNTY, FLA.: Negotiable salary range \$38,396 - \$57,595, plus benefit package. Department head position responsible for directing and coordinating the construction, maintenance and planning of the county's parks facilities, grounds and buildings. Graduation from a four-year college or university with a degree in Parks, Facilities Maintenance, Engineering, Construction or related field. Five years progressively responsible or expansive experience in related parks management or administrative work. Apply immediately to: Martin County, Personnel Administration, 2401 SE Monterey Road, Stuart, FL 34996, 407/288-5437. E.O.E.

OFFICE OF JUSTICE PLANNING DIRECTOR - MULTNOMAH COUNTY, ORE.: \$39,797 - 45-832 annually; direct the activities of the Office of Justice Planning including: develop policy plans, prepare fiscal analyses, develop data analyses, coordinate criminal justice planning with various agencies, monitor and coordinate implementation of an integrated criminal justice information system, evaluate and monitor legislation and supervise staff; requires a BS in a related field and three years of increasingly responsible experience in the criminal justice system and two years of criminal justice policy making and data analysis experience; apply by February 2, 1990. Where to apply: Multnomah County Employee Services, Room 1430, 1120 SW Fifth Avenue, Portland, OR 97204. An equal opportunity employer.

CITY MANAGER - ASPEN, COLO.: (Population: 15,548 in season; 5,451 year round). Present salary \$75,000 plus subsidized housing and other fringe benefits. Highly intellectual, involved, physically fit, destination resort community of interesting history and spectacular scenic beauty. Reports to five member (including Mayor) City Council elected at large for 4 year staggered terms. Directly elected Mayor for two year term. \$26M budget including electric utility. 1890 employees. Full-service, except wastewater and fire services. Several func-

tions shared with Pitkin County. The city is facing a number of land use and growth management issues. Requires Bachelor's degree in public or business administration or related field. Master's degree preferred. Dedicated, committed professional with background in land use planning, growth management, interpersonal skills, ability to forge consensus. Interest in outdoor recreation (particularly skiing). Able to manage and motivate a high quality staff. Hands-on manager. Dedicated to excellence. Send resume immediately to: James L. Mercer, President, Mercer, Slavin & Nevins, Inc., 2801 Buford Highway, N.E., Suite 470, Atlanta, Georgia 30329, 404/248-1800; FAX: 404/248-1212. EOE/EOA.

PARK SERVICE OFFICER 2 (FINANCIAL ASSISTANCE) - METROPOLITAN DADE COUNTY, FLA.: Salary: \$1,148 - \$1,453 bi-weekly. Nature of work: This position involves the administration of approved capital improvement grants, entitlements, legislative appropriations, donations, and capital reserves for park, recreation, environment, historical, cultural, and zoological projects. It includes preparing, monitoring, and finalizing information regarding project elements, financial budgets, implementation schedules, and records and reports. Education/Experience: Graduation from an accredited college

or university with a Bachelors degree, and two years of experience in governmental, corporate, foundation, legislative, or association administrative work is required. A Masters degree may substitute for one year of experience. Experience in seeking or awarding financial assistance revenues for park and recreation projects is desired. Dept: Parks & Recreation. Loc: S.W. Requirements: Applicants, including county employees must submit two (2) copies each of the following documents at the time of resume submission: complete 2-page resume, proof of all formal education to include diploma, transcripts, training, licenses or certification a copy of your DD214 for employment preference of qualified veterans and spouses. Applicants not currently employed by Metro-Dade County must reside in or agree to establish residence in Dade County within 6 months of employment (County ordinance #77-39). "It is the policy of Metropolitan Dade County that hiring decisions will be made contingent upon the results of a physical examination, including alcohol and drug screening." Indicate on resume your social security number, if available. Resumes indicating title of position for which you are applying and proof of all formal education must be received by Friday, January 26, 1990 - 4:00 p.m. at Personnel Services Division, 140 West Flagler, Suite 105, Miami, FL 33130.

CHIEF PROBATION OFFICER, INC. - COUNTY OF SAN BERNARDINO, CALIF.: \$81,519 employees; (plus excellent executive benefits 4 yrs. experience). Directs all aspects of a probation department, with a budget of million, a staff of 685, and branches in nine locations throughout County, making it the sixth-largest probation department in the state. Requires five years of administrative management experience in a probation department or similar correctional agency. Contact: John T. Phillips, San Bernardino County Personnel, W. Fifth Street, San Bernardino 92415-0440, 714/387-5612. EOE call 816/611-1111.

PUBLIC WORKS DIRECTOR - SPALDING COUNTY, GA.: The Department has immediate opening for a qualified person. Reports to the Administrator. Responsible for planning, organizing, directing and supervising activities including capital construction, construction, roadwork, bridges construction and maintenance, public building maintenance, waste including landfill. Requires Comprehensive knowledge of public works activities, materials, tools, and equipment used in public works activities, the hazards and safety procedures applicable; some knowledge of engineering principles. Extensive experience in public works activities. \$10,313 base salary. 60637-2222.

See JOB MARKET, next page

Job Market from previous page

experience in supervision of public works activities. Degree in public/business administration or engineering preferred. Good benefit package; salary negotiable, depending upon qualifications - \$26,000 minimum. Confidential resumes by 2/15/90 to: County Administrator, P.O. Box 1087, Griffin, GA 30204. Spalding County, EOE/AA, M/F.

PERSONNEL DIRECTOR - MARICOPA COUNTY, ARIZ.: \$43,300 - \$76,544 annually. Requires 4-6 Deg Personnel, Business, Public Admin or related and eight years progressively responsible experience in public personnel administration, four which were in a supervisory or managerial capacity; Master's Degree in related field a plus. Sub for up to one yr of the experience requirement. For Job Announcement and required application materials, call 602/262-3755 or submit resume postmarked no later than 2/21/90. Maricopa County Personnel Department, 111 S. Third Ave., Phoenix, AZ 8003-2277. EOE.

MENTAL HEALTH DIRECTOR - SAN BERNARDINO COUNTY, CALIF.: \$80,000 per annum (Plus an intensive executive benefits package). In Bernardino County is recruiting for experienced administrator with five more years of experience in a large, complex mental health or public health agency, which has included program planning, development and evaluation, administration and human resource management. Please apply before February 5 to: San Bernardino County Personnel, 157 W. Fifth Street, Bernardino, CA 92415-0440, 714/75590. EOE m/f/h.

HUMAN RESOURCES AGENCY ADMINISTRATOR - SANTA CRUZ COUNTY, CALIF.: \$76,000/yr. Administers social services, income maintenance, & employment & training programs. 330 employees; \$44 million budget, rebenefits 4 yrs. high-level management

experience. Filing date 1/19/90. Information available from Personnel Officer, 1000 Emeline St., Santa Cruz 95060, 408/425-3415.

COMMUNITY AND ECONOMIC DEVELOPMENT DIRECTOR - BERKS COUNTY, PA.: The Berks County, PA, Board of County Commissioners is seeking qualified candidates for a newly established Department of Community and Economic Development (CED). The director of CED will be responsible to the Board of Commissioners for the planning and development functions of the County. The director will oversee and coordinate with all appropriate public and private entities for the design, development and implementation of the county's comprehensive plan. A bachelor's degree required, master's or equivalent preferred. Proven experience in management and supervision of CED staff desired. Salary - \$48,000 range, DOE. All interested applicants are encouraged to apply by January 31, 1990 to: Personnel Office, Berks County Courthouse, Reading, PA 19601. An EOE.

PERSONNEL DIRECTOR - MARTIN COUNTY, FLA.: Salary range \$38,396 - \$47,995.50, plus benefit package. Department Head position responsible for professional, technical and administrative work in directing and coordinating the county's personnel program. Graduation from a four year college or university (Master's Degree preferred) with major coursework in Personnel Management, Public Administration, Labor Relations or related field. Requires experience in labor contract negotiation on behalf of Management. Seven years progressively responsible experience in public personnel management and labor relations. Apply immediately to: Martin County, Personnel Administration, 2401 S.E. Monterey Road, Stuart, FL 34996, 407/288-5437. E.O.E.

CIVIL ENGINEER - CITY OF OCALA, FLA.: Excellent career opportunity for experienced Civil Engineer. Major responsibilities: to supervise city's stormwater utility program and to review of drainage plans submitted to city. Preferred P.E. but will accept experienced C.E. with ability to obtain license. Starting salary \$28-30,000 plus a comprehensive benefit package. Veteran's preference. Apply Human Resources: City of Ocala, 151 Osceola Ave., Ocala, FL 32671. EOE

DEPUTY DIRECTOR OF UTILITIES/FRANCHISE OPERATIONS - SARASOTA COUNTY, FLA.: Sarasota County Govt. Utilities Department. This position involves responsible administrative work in dealing with the operation of all county water, sewer and garbage franchised utilities and the enforcement of the appropriate ordinances. Requires graduation from an accredited college with a B.S. degree in Business and/or Accounting & 1 yr responsible accounting exper., and 3 yrs of local govt. exper. with some involvement and/or understanding of franchise utility operations. Knowledge of water and sewer utility regulation, operation and rate making procedures preferred. A comparable amount of training & exper. may be substituted for the min. qualifications. Annual salary range \$34,398-\$49,868, excel. benefits. Resumes must be received by 1-12-90 at Sarasota County Personnel Dept, P.O. Box 8, Sarasota, FL 34230-0008. Preference in appointment to certain positions will be extended to eligible vets & spouses of vets; to receive vets' pref., documentation of status is required at time of application. EEO/AA.

DEPARTMENT OF COMMUNITY CORRECTIONS DIRECTOR - WASHINGTON COUNTY, ORE.: \$46,975 - \$58,706 annually. Washington County is recruiting for the position of Director of Community Corrections. The County, a suburban county located on the western edge of the City of Portland, has a population of 295,000 citizens who enjoy the highest

per capita income in Oregon, low housing costs and an excellent quality of life. The Director of Community Corrections directs the activities of the Department of Community Corrections including providing administration & planning for the Department & coordinating community corrections services with community, regional & state agencies. The Department employs 68 persons and is responsible for providing probation & parole services & for the operation of a minimum security residential center. The successful candidate will be an experienced professional administrator with strong general management skills. The candidate will also have strong familiarity with the criminal justice system and the parole & probation function. We are seeking an innovative & proactive individual, with a demonstrated commitment to enhancing operational productivity & efficiency, while at the same time managing human resources sensitively and effectively. Where to apply: Washington County Personnel, 150 N. First Ave., Room B-2, Hillsboro, OR 97124. An equal opportunity employer.

JUVENILE SERVICES COORDINATOR - BROWARD COUNTY, FLA.: Civil service opportunity - \$34,971 - \$47,211. Requires graduation from an accredited four (4) year college or university with major course work in social work, business or public administration or related field and six (6) years staff/administrative experience in juvenile service work which must have included two (2) years in a supervisory or managerial capacity; or any equivalent combination of training and experience. Official application must be received by the Broward County Personnel Division by 5:00 p.m., February 2, 1990. Official applications and additional information may be obtained from the Broward County Personnel Division, 115 S. Andrews Avenue, Ft. Lauderdale, Florida 33301. Phone: 305/357-6444.

ATTENTION: GOVERNMENT SEIZED VEHICLES from \$100. Fords, Mercedes, Corvettes, Chevys.

Surplus Buyers Guide. 1-602-838-8885 Ext. A2056.

ATTENTION: GOVERNMENT HOMES from \$1 (U-repair). Delinquent tax property. Repossessions. Call 1-602-838-8885 Ext. GH2056.

ATTENTION: EARN MONEY READING BOOKS! \$32,000/year income potential. Details. (1) 602-838-8885 Ext. Bk2056.

ATTENTION: EASY WORK. EXCELLENT PAY! Assemble products at home. Details. (1) 602-838-8885 Ext. W2056.

ATTENTION: EARN MONEY TYPING AT HOME! \$32,000/yr income potential. Details. (1) 602-838-8885 Ext. T2056.

JOBS AVAILABLE

A listing of job vacancies in local government. Published every two weeks. Excellent recruitment and placement publication. Advertisers receive a free subscription. Subscription rate \$15 per year. Send job openings or subscription to: JOBS AVAILABLE, Midwest/Eastern Edition, P.O. Box 1222, Newton, IA 50208. (515) 791-9019.

JOB MARKET AD RATES

\$3 per line

(1 line = 32 characters, including spaces and punctuation)

To place an ad, send job description to Judi Scott, job market representative, 440 First St., NW, Washington, D.C. 20001 or FAX: 202/393-2630.

NOTICES

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Former U.S. Surgeon General C. Everett Koop will present the conference's keynote address. For more information, write RHA, 301 East Armour Blvd., Suite 420, Kansas City, MS 64111, 2. EOE call 816/756-3140.

PUBLICATIONS

"Managing Public Equipment" is a new publication is to Com the American Public Works Administration (APWA).

The publication examines areas of capital such as staffing and scheduling, equipment funds and automated management.

The publication costs \$35 (\$30 APWA members) and is available from APWA, P.O. Box 310, Chicago, IL 60678-4310, 1313 East 60th Street, Chicago, 60637-2881 if paying by P.O.

"Positioning Agriculture for the 1990s: A New Decade of

Change, is now available from the National Planning Association (NPA).

The publication contains the papers presented at a symposium held to assess the changes facing U.S. agriculture in the decade ahead and to understand the focus causing those changes.

The publication costs \$12. For more information, or to order a copy, write to NPA, 616 P Street, NW, Suite 400, Washington, D.C. 20036.

The Pennsylvania State University Press has released a new study entitled, "Profitability and Mobility in Rural America: Successful Approaches to Tackling Rural Transportation Problems."

The report looks at both the critical problems faced by rural regions and the successful approaches that have been used to

help state and local governments and rural enterprises deal with those problems.

The publication is \$24.95, plus \$2, shipping from the Pennsylvania State University Press, 215 Wagner Building, University Park, PA 16802.

"Using Tourism and Travel as a Community and Rural Revitalization Strategy," is a new publication derived from the National Extension Workshop.

It discusses the ideas and resources that small rural communities can use in developing and expanding business and services for tourists and travelers.

For more information, contact the Tourism Center, Minnesota Extension Service, University of Minnesota, St. Paul, MN 55108.

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NACo 1990 Legislative Conference

March 17 - 20, 1990
Washington Hilton & Towers
Washington, D.C.

✓ CONFERENCE REGISTRATION/Postmark deadline: February 15, 1990

(PLEASE READ CAREFULLY BEFORE COMPLETING AND RETURNING FORM)

Conference registration fee MUST accompany this registration form and must be received before registration or housing can be processed. Send a check, voucher, county purchase order, claim or the equivalent made payable to the National Association of Counties. Return completed form with payment by February 15, 1990 to: NACo Conference Center, P.O. Box 17413, Dulles International Airport, Washington, D.C. 20041. Please type or print clearly all applicable information requested below. Information following asterisks (*) will appear on the conference badge.

*Name (first, last name) _____
*Nickname _____
*Title _____
*County _____
Address _____
City _____ State _____ Zip _____
Phone _____
Registered Spouse (first, last name) _____
Registered Youth (first, last name) _____
Registered Youth (first, last name) _____

☐ YES, I would like travel assistance from the NACo Conference Travel Center.

✓ REGISTRATION FEES

Check the box that corresponds with your registration category.

	EARLYBIRD REGISTRATION Must be postmarked by February 9, 1990	REGISTRATION POSTMARKED AFTER February 9, 1990 and ON-SITE registration
Member county attendee	<input type="checkbox"/> \$195	<input type="checkbox"/> \$225
Nonmember county attendee	<input type="checkbox"/> \$225	<input type="checkbox"/> \$275
Other government attendee	<input type="checkbox"/> \$225	<input type="checkbox"/> \$275
Other attendee (private sector)	<input type="checkbox"/> \$250	<input type="checkbox"/> \$300
Spouse	<input type="checkbox"/> \$50	<input type="checkbox"/> \$50
Youth	<input type="checkbox"/> \$30	<input type="checkbox"/> \$30

NOTE: ALL REGISTRATIONS POSTMARKED AFTER FEBRUARY 15, 1990 WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK.

✓ HOUSING REGISTRATION/Postmark deadline: February 15, 1990.

- ☐ Please make my hotel reservations as indicated below.
☐ I will make my own housing arrangements.

Room occupant (first, last name) _____
Co-occupant (first, last name) _____
Arrival date _____ Time: AM _____ PM _____
Departure date _____ Time: AM _____ PM _____
Special housing request _____
Housing disability needs _____

PLEASE CIRCLE YOUR DESIRED ROOM RATE

INDICATE YOUR FIRST CHOICE HOTEL WITH NUMBER 1. THEN NUMBER OTHER HOTELS FROM 2 TO 5 IN THE ORDER OF PREFERENCE. IF YOUR FIRST CHOICE IS UNAVAILABLE, RESERVATION WILL BE MADE AT THE NEXT AVAILABLE HOTEL ACCORDING TO YOUR RANKING.

HOTEL	SINGLE RATES	DOUBLE RATES
— Hilton	\$92 \$102 \$112 \$122 \$132	\$112 \$122 \$132 \$142 \$152
— Highland	\$92	\$102
— Quality Hotel	\$84	\$94
— Ritz-Carlton	\$130	\$140
— Mayflower	\$109	\$109

DO NOT SEND HOUSING DEPOSITS WITH CONFERENCE REGISTRATION PAYMENTS. Follow the "Housing Deposits" instructions.

REMEMBER: You will be assigned the first available room rate which is closest to the rate you requested - based on availability at the time your housing request is processed.

✓ CANCELLATION POLICY

Postmark deadline: February 27, 1990

Refund of conference registration fee less an administrative fee of \$50 made if written notice of conference registration cancellation is postmarked later than February 27, 1990.

✓ CREDIT CARD AUTHORIZATION

Credit card company _____
Card number _____
Expiration date _____

The NACo Housing Center and/or the NACo Conference Travel Center authorized to use the above card to guarantee my hotel reservations and issue airline tickets reserved by me to attend this conference. I understand one night's room charge will be billed through this card if I fail to arrive at assigned housing at the confirmed date unless I have cancelled my reservation with the hotel at least 48 hours in advance. I also understand that I may have any unused tickets for travel purchased by this card for full refund as a result of this cancellation unless the fare terms published by the airline carry a cancellation penalty.

Cardholder's signature _____ Date _____

For further registration or housing information, call the NACo Conference Registration Center (703) 471-6180. No registrations or reservations can be accepted by telephone.

✓ HOUSING DEPOSITS

A mandatory room deposit is required in an amount equal to one night's room charge. It is hotel policy that each room reservation be guaranteed by either of the following methods:

1. Complete the Credit Card Authorization section of this registration/housing form. The NACo Conference Registration Center can guarantee your room with the card by your credit card. This is the easiest way to guarantee your room reservation.
2. Forward a check, money order, claim, purchase order or voucher directly to the hotel indicated on the Conference Registration/Housing Acknowledgement you are receiving from the NACo Conference Registration Center.

✓ AFFILIATE INFORMATION Please check the affiliate groups to which you belong.

☐ NACRC ☐ NACCA ☐ NCECE ☐ NACHFA ☐ NACPA
☐ NACTFO ☐ NACE ☐ WIR ☐ NACHO ☐ WON
☐ NACTEP ☐ NACCAB ☐ NACA ☐ NACHSA ☐ NABO
☐ NACAP ☐ NACDPA ☐ NACCED ☐ NACIO ☐ ICMA
☐ NACPRO ☐ NACIRO ☐ NACES ☐ NAMHDADDP

POLITICAL AFFILIATION

☐ Republican ☐ Democrat ☐ Independent

FOR OFFICE USE ONLY

PSMRK: _____ RCVD: _____
CK #: _____ CK AMT: \$ _____
VR/PO/CL: _____ JC: _____
PRIME: _____ OTHER CAT.: _____
SPEC. EVENT: _____
HTL. INST: _____
GEN. INST: _____
INPT: _____ INPT BY: _____
HTL: _____ RM. TYPE: _____ RATE: _____
PSMRK: _____ RCVD: _____