

County News

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Senate opens debate on mandate relief

By Larry Jones
associate legislative director

Senate debate on S. 1, legislation that would require Congress to either fund future mandates that cost \$50 million or more, or take a separate recorded vote to impose the cost on state and local governments, opened on Jan. 12 to a flurry of criticism from opponents of the legislation disgruntled about the fast pace of deliberations and those who wanted to restrict the bill's coverage.

Democratic members are expected to offer approximately 40 amendments, including controversial proposals to exempt labor, environmental and health laws. Another 20 amendments may be offered by Republicans, among them is an amendment to require a 60-vote super majority to waive the



Photo by Traci Dove

Philadelphia (Pa.) Mayor Ed Rendell, representing the U.S. Conference of Mayors, takes his turn testifying on unfunded mandates before the Senate Governmental Affairs Committee as his fellow panelists watch (l-r): Carolyn Long Banks, National League of Cities president; Boyd Boehlje, National School Boards Association president; Ohio Governor George Voinovich, representing the National Governors' Association; Jane Campbell, National Conference of State Legislatures president; and NACo President Randy Franke.

point of order provisions of the bill. NACo and other state and local public interest groups have alerted

their members to the pending legislation and urged them to contact their senators and urge them to vote

in favor of S. 1 and oppose all
See **MANDATE RELIEF**, page 6

All bets off without flow control

By Jill Conley
staff writer

After years of struggling to develop cost-effective and environmentally sound municipal solid waste strategies, the Supreme Court's May 1994 *C & A Carbone vs. Town of Clarkstown* decision essentially trashed local government control of the flow of waste, putting many counties back at square one.

No longer able to guarantee volumes of recyclables or to predict revenues from tipping fees — but still facing the same waste disposal responsibilities and environmental regulations — some counties have been forced to explore new ways to finance and operate waste management systems. Others have put projects on hold while they wait for legislative relief from the court's decision.

Prince George's County, Md., for example, had a solid waste operating fund surplus of \$12 million at the end of FY93. But the lack of flow control authority has caused

ensuring the safety and soundness of the banking system." Orange County got into financial
See **REGULATIONS**, page 4

See **FLOW CONTROL**, page 6

More regulation, not the answer to derivative investment concerns

By Tom Sweet
corporate relations director

The strategy, not the derivative investment instruments, caused the Orange County, Calif. fiscal crisis, according to federal regulators testifying before the Senate Banking Committee, Jan. 5.

Alan Greenspan, chair of the Federal Reserve Board, cautioned against more regulations, noting that the prudent use of derivative investment instruments helps spread the risk, and assists in dealing with financial uncertainty and fluctuation of interest rates.

Securities and Exchange Commission Chair Arthur Levitt echoed the sentiments of all those giving testimony during the hearings, "Derivative instruments did not cause the

Orange County, Calif. debacle, but rather it was a failed investment strategy." He concluded that there are appropriate oversight tools already in place, like any new innovation, the use of derivatives needs to be watched closely.

Acting Treasury Secretary Frank Newman assured members of the committee that the Treasury maintained an attitude of constant vigilance concerning the financial markets. Speaking also in his capacity as chair of the President's Working Group on Financial Markets (NACo serves on the group), Newman said there is a need to balance the protections for the financial system and the public. There is a danger of interfering too much with the efficiency and innovation of the markets by placing unwarranted regulatory burden on

investment activities. "It is not the role of government to ensure that no market participant ever loses money or becomes insolvent, however, we recognize that government has a role

ensuring the safety and soundness of the banking system."

Orange County got into financial
See **REGULATIONS**, page 4

Schneider to speak at Opening General Session

William Schneider, one of the country's leading political commentators and Cable News Network's



William Schneider

political analyst, will speak at the Opening General Session of the Legislative Conference on Sunday, March 5.

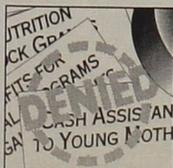
Schneider has been labeled the nation's "election meister" by *The Washington Times* and the *Aristotle of American politics* by *The Boston Globe*. *Campaigns and Elections* magazine called him the most consistently intelligent analyst on television.

Schneider is a visiting professor of American politics at Boston College, a resident fellow at the American Enterprise Institute in Washington, D.C., and a contributing

editor at the *Los Angeles Times*, *National Journal* and *The Atlantic*. He writes a weekly column, "Political Pulse," for the *Los Angeles Times* Syndicate.

Co-author of *The Confidence Gap: Business, Labor and Government in the Public Mind*, Schneider received his Ph.D. in political science from Harvard University, where he subsequently taught in the Department of Government for eight years.

Congressional proposals to reform the welfare system could leave many counties holding the bill for defunded programs.



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HUD survives the elimination block by proposing extensive restructuring.

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More than 70 counties win Empowerment Zone and Enterprise Community status.

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Applications are now available for the COPS MORE program under the 1994 crime act.

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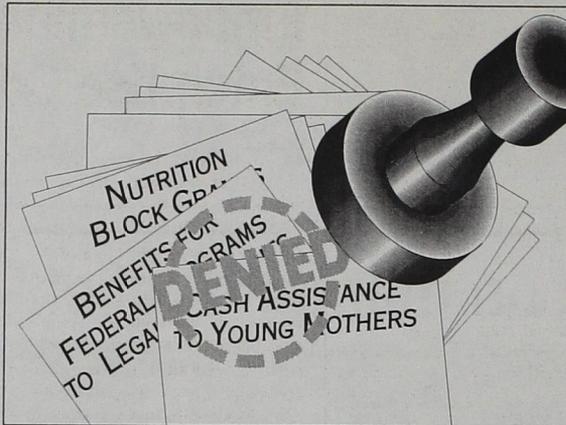
Welfare reform could prove unsettling

By Marilina Sanz
associate legislative director

The Republican welfare reform proposal now before the Human Resources Subcommittee of the House Ways and Means Committee — Personal Responsibility Act (H.R. 4) — presents several challenges to county governments, according to Michael Pappas, chair of NACo's Human Services and Education Steering Committee, and Somerset County, N.J., freeholder.

"NACo has concerns about several of the bill's proposed provisions, which include a cap on entitlement programs; a nutrition block grant; denying cash assistance to young mothers; eliminating benefits for almost all federal programs to legal immigrants; and further reducing Supplemental Security Income benefits to drug addicts, alcoholics and children," Pappas says.

The nutrition block grant that is proposed in H.R. 4 is receiving considerable opposition. The major reason is that there would be less money available than is now in the programs that would be consolidated. Another reason is that popular programs such as the Women, Infants and Children Supplementary Feeding Program (WIC) are included in the consolidation and they have a strong constituency. Many county officials have expressed particular concern about the fact that nutrition programs for the elderly are included in the block grant, yet there is no direction given to states to spend portions of the money on those activities. Given reduced allocations and requirements in the block grant to serve other specific populations, they fear that these programs would not receive any funds



"Counties need to express their concerns directly to their congressional delegations over the possible cost shifting that could result from proposals such as funding caps, block grants and denying federal benefits to specific populations."

Michael Pappas
chair of NACo's Human Services and Education Steering Committee
Somerset County, N.J., freeholder

from the states.

Pappas also expressed doubts about an alternative proposal that is also gaining headway with House Republican leaders. This initiative, which would consolidate more than a hundred programs into several block grants, and was reportedly put forth by the governors of Massachusetts, Michigan and Wisconsin, is expected to be offered as a substitute to H.R. 4 when the bill is marked up in February. Wisconsin is the only one of the three states where counties have the principal responsibility for operating welfare programs.

This proposal, which has generated considerable public debate and

controversy within the National Governors' Association, provides states with broad discretion in structuring state welfare programs with virtually no federal requirements or limitations, and automatic funding increases. Key members of Congress, however, indicated that while the block grant approach has possibilities, it also needs to include federal savings, and that there would be some restrictions on the use of funds.

The details of the proposed state block grants, including their funding levels, are still being developed. The following are the general areas that would be covered by the proposal and the current funding for those

programs: a nutrition block grant that would include 10 programs (FY95 — \$38 billion); a cash welfare block grant that would cover seven programs (FY95 — \$17 billion); a child care block grant that would cover 45 programs, reportedly including Head Start (FY95 — \$11.8 billion); a child welfare block grant that would include foster care and 37 other programs (FY95 — \$4.3 billion); and a social services block grant that would consolidate 33 programs (FY95 — \$6.6 billion).

Many of the programs included in the block grants would lose their entitlement status, thereby limiting eligibility for individuals and states. Under this scenario, these programs would be subject to the annual appropriations process and would compete with other domestic programs for funding. At a time of tight budgetary constraints, it is unlikely that they would receive adequate funding, some analysts believe.

Additionally, the Republican governors have agreed to a five-year funding freeze that is expected to reduce federal expenditures by \$40 billion.

"The insufficient appropriations and further restrictions that are likely to be placed on the use of funds could result in considerable cost shifting to counties," Pappas suggests. In addition, in a case of a recession, there would be no additional funding to cover increased demand for job training and social services. In several states, there are also constitutional requirements to provide a safety net to those in need, and the denial of federal benefits to certain groups would pass that responsibility down to

See WELFARE, page 4

DOT unveils restructuring

By Robert Fogel
associate legislative director

The U.S. Department of Transportation (DOT) recently announced plans to restructure, based on consolidating the current DOT structure, streamlining numerous grant and loan programs, and downsizing its work force. The goal would be to save \$6.7 billion over the next five years. Of most interest to county officials are plans to streamline grant programs.

As announced, 30 existing programs would be folded into three new funding categories, all to be funded with trust fund dollars with no general fund contributions. The department has only announced the outlines of these changes and many questions remain to be answered.

The first category would be a unified grant program distributed directly to the states and locals to invest in transportation.

It appears as if this program would include sections of the current highway, mass transit, airport improvement and railroad programs, and would be allocated on some sort of formula basis. Funding would come from the highway and aviation trust funds.

It is still very unclear as to what extent the highway trust fund could be used for purposes other than currently permitted and whether the aviation trust fund would be limited to only the types of capital projects presently allowed. Equally important is how these funds would be allocated, that is, whether local governments would continue to receive direct funding for airport, transit and highway money. Also unknown is what level of funding would be recommended.

The second program would be State Infrastructure Banks, which would be capitalized with federal funds. These funds, in turn, could be leveraged with additional funds from the private sector and other sources to make more funds available for transportation projects. Again, trust fund money would finance the infrastructure banks.

The third program would be a discretionary fund to invest in transportation infrastructure projects of a regional or national significance that state or local governments may not be able to complete without national support. An example might be the construction of new or expanded transit system.

Another major change proposed is transferring the air traffic control system to a private or government corporation, cutting the federal payroll by 40,000 employees.

The next step is for the Department of Transportation to fill in the details and send the proposal to Congress. The House and Senate would then likely hold hearings on the proposed changes.

President proposes streamlining HUD

Administration plan would consolidate 60 programs into three block grants

By Haron N. Battle
associate legislative director

There was considerable alarm among advocates for affordable housing and community economic development when the president targeted the Department of Housing and Urban Development (HUD) and four other federal agencies for cuts in order to pay for a proposed middle-class tax cut.

Initially, options considered were as draconian as eliminating HUD altogether. When the president unveiled the final plan, no federal agency was slated for dismantlement. The

focus now is on streamlining HUD, which is projected to yield a savings of roughly \$800 million over five years primarily through reductions in staff.

A major component of the "re-invention blueprint" is the consolidation of 60 programs into three block grants. A preliminary draft proposed allocating all funds to the states for distribution to local governments. Following a barrage of criticism from county and city officials, the plan retains the current split of funds between local and state governments.

The Community Opportunity Fund would consolidate the Community Development Block Grant

(CDBG) Program with the much smaller Economic Development Initiative, which provides grants for use in conjunction with CDBG Section 108 loan guarantees, and Youthbuild, a training program in housing rehabilitation and development. The CDBG formula would be retained with 70 percent of funds going to urban counties and cities and 30 percent to the states.

Jurisdictions would have considerable flexibility on use of the Community Opportunity Fund. Eligible activities would include 1) assistance to community-based organizations for neighborhood revitalization efforts, 2) business loans to entrepreneurs to build supermarkets or commercial centers in distressed communities, 3) "mobility to work" efforts that link residents in distressed communities with job opportunities elsewhere in the metropolitan area, and 4) environmental cleanup of

"brownfield sites" to prepare for economic or housing development.

Five percent of funds for this consolidated program would be set-aside to reward metropolitan areas that develop integrated economic development strategies.

A second block grant is the Affordable Housing Fund that would consolidate the HOME program, HOPE, Section 202 elderly housing, Section 811 handicapped housing, housing counseling, and the National Homeownership Fund. The HOME formula would be retained with 60 percent of funds allocated to urban counties and cities and 40 percent to the states.

Jurisdictions would have flexibility on deciding projects to funds with the Affordable Housing Fund including 1) housing acquisition, rehabilitation and construction of affordable

See STREAMLINING HUD, page 5

County News invites Letters to the Editor

If you have a compliment, complaint or different point of view, let us know. Please include a phone number with your letter. Mail or fax to: County News, NACo, 440 First St., N.W., Washington, DC 20001-2080, 202/393-2630.

1995 Enterprise, Empowerment Zones

Urban Empowerment Zones (each to receive \$100 million)

- Atlanta, Ga.
- Baltimore, Md.
- Camden, N.J.
- Philadelphia, Pa.
- Chicago, Ill.
- Detroit, Mich.
- New York, N.Y.

Urban Supplemental Zones

- Los Angeles, Calif. to receive \$125 million
- Cleveland, Ohio to receive \$90 million

Rural Empowerment Zones (each to receive \$40 million)

- Kentucky Highlands (Clinton, Jackson and Wayne counties)
- Mid-Delta Mississippi (Bolivar, Holmes, Humphreys and Leflore counties)
- Rio Grande Valley Texas (Cameron, Hidalgo, Starr and Willacy counties)

Urban Enhanced Enterprise Communities (each to receive \$25 million)

- Boston, Mass.
- Houston, Texas
- Kansas City, Kan./Kansas City, Mo.
- Oakland, Calif.

Rural and Urban Enterprise Communities (ECs) (each to receive \$3 million)

STATE	RURAL ECs	URBAN ECs
Alabama	Chambers County Greene and Sumter counties	Birmingham
Alaska		(None eligible)
Arizona	Arizona Border Region: Cochise, Santa Cruz and Yuma counties	Phoenix
Arkansas	Mississippi County Eastern Arkansas: Cross, Lee, Monrow and St. Francis counties	Pulaski County
California	Imperial County City of Watsonville: Santa Cruz County San Francisco (Hunters Point)	Los Angeles (South Central/ Huntington Park) San Diego
Colorado		Denver
Connecticut		Bridgeport; New Haven
Delaware		Wilmington
District of Columbia		Washington
Florida	Jackson County	Dade County/Miami; Tampa
Georgia	Crisp and Dooly counties Central Savannah River Area: Burke, Hancock, Jefferson, McDuffie, Tallaferry and Warren counties	Albany
Hawaii		(No applicants)
Idaho		(No applicants)
Illinois		East St. Louis; Springfield
Indiana		Indianapolis
Iowa		Des Moines
Kansas		
Kentucky	McCreary County	Louisville
Louisiana	Northeast Louisiana Delta: Madison Parish Macon Ridge: Catahoula, Concordia, Franklin, Morehouse and Tensas parishes	New Orleans Quachita Parish
Maine		(No applicants)
Maryland		
Massachusetts		Lowell; Springfield
Michigan	Lake County	Flint Muskegon
Minnesota		Minneapolis; St. Paul
Mississippi	North Delta: Panola, Quitman and Tallahatchie counties	Jackson
Missouri	City of East Prairie: Mississippi County	St. Louis
Montana		(No applicants)
Nebraska		Omaha
Nevada		Clark County/Las Vegas
New Hampshire		Manchester
New Jersey		Newark
New Mexico	Mora, Taos and Rio Arriba counties	Albuquerque
New York		Albany; Buffalo; Newburgh- Kingston; Rochester
North Carolina	Halifax, Edgecombe and Wilson counties Robeson County	Charlotte
North Dakota		(No applicants)
Ohio	Greater Portsmouth: Scioto County	Akron; Columbus
Oklahoma	Southeast Oklahoma: Choctaw and McCurtain counties	Oklahoma City
Oregon	Josephine County	Portland
Pennsylvania	City of Lock Haven: Clinton County	Harrisburg; Pittsburgh
Rhode Island		Providence
South Carolina	Williamsburg County and Lake City: Florence and Williamsburg counties	Charleston
South Dakota	Beadle and Spink counties	(No applicants)
Tennessee	Fayette and Haywood counties; Scott County	Memphis; Nashville
Texas		Dallas; El Paso; San Antonio; Waco; Ogden
Vermont		Burlington
Virginia	Accomack and Northampton counties	Norfolk
Washington	Lower Yakima County	Seattle; Tacoma
West Virginia	Central Appalachia: Braxton, Clay, Fayette, Nicholas and Roane counties McDowell County	Huntington
Wisconsin		Milwaukee
Wyoming		(No applicants)

President designates 110 Empowerment Zones and Enterprise Communities

By Haron N. Battle
associate legislative director

More than 70 rural and four urban counties are among the 110 successful applicants for Empowerment Zone and Enterprise Community funding established under the provisions of the Omnibus Budget Reconciliation Act of 1993. The successful communities were selected from a nationwide competition that attracted 520 applications. President Clinton announced the winners Dec. 21.

Collectively, the winners will receive \$1 billion in social services block grant funds: \$100 million to each urban zone, \$40 million to rural zones, and \$3 million to Enterprise Communities. Two Urban Supplemental Zones and the four Urban Enhanced Enterprise Communities will receive economic development grants from the Department of Housing and Urban Development. All applicants, whether they received designations or not, will get priority in competing for other federal funds.

The program provides \$2.5 billion in new tax incentives. Both Empowerment Zones and Enterprise Communities are eligible for new tax-exempt facility bonds for certain private business activities. Businesses located in the zones will be given an employer wage credit of up to \$3,000 per year per employee for wages and training expenses for

employees who both work and live in the zone. Zone businesses also will be eligible for additional Section 179 expensing deductions for plant and equipment of up to \$20,000 (for an annual total of up to \$37,500). Another program incentive involves waivers to overcome programmatic, regulatory and statutory impediments. More than 1,200 waiver requests were received and will be processed regardless of whether a community received a designation.

Selection of Empowerment Zones and Enterprise Communities was based on a community's ability to satisfy four fundamental principles: 1) economic opportunity: creating jobs, attracting private partnerships and training residents for new job opportunities; 2) sustainable community development: promoting physical and human development as part of a long-term strategy of economic development; 3) community-based partnerships: a strategic plan that involves the entire community; and 4) strategic vision for change: a strategic map that coordinates a response to the needs of a community by integrating economic, physical, human and other strategies.

A list of winning communities appears elsewhere on this page. In future issues, *County News* will run a series of articles featuring counties that are Empowerment Zones and Enterprise Communities.



THE 1995 ACHIEVEMENT AWARD PROGRAM

Be part of the 1995 Achievement Award Program.

We want to hear your success stories.

Call the Hotline (202/942-4280) to request application materials.

Don't Delay!
Entries must be postmarked by March 1!



GASB clarifies disclosure requirements for derivatives transactions

The Governmental Accounting Standards Board (GASB) has released a technical bulletin that clarifies disclosure requirements for state and local governments involved in derivatives transactions.

If state and local governments have either directly or indirectly used, held or sold derivatives during the period covered by the financial statements, the bulletin clarifies that the governmental entity should disclose the nature of the transaction and the reason for entering into it. The disclosure should include a discussion of the entity's exposure to credit risk, market risk and legal risk if the risk is over and above what is already ap-

parent or otherwise disclosed.

Copies of the technical bulletin (product code GPTB94-1) are available for \$5.75 each from the GASB Order Department, 401 Merritt 7, P.O. Box 5116, Norwalk, CT 06856-5116, phone: 203/847-0700, ext. 555.

GASB has also proposed standards for defining and reporting affiliated organizations.

The exposure draft would define an affiliated organization as one with separate legal standing, that has its affiliation with a specific primary government spelled out in its articles of incorporation, and that its affiliation with a specific primary government also is spelled out in its applica-

tion to the Internal Revenue Service for tax-exempt status.

The exposure draft also would require that certain affiliated organizations be reported in the primary government's financial reporting in separate columns.

"Accounting and Financial Reporting for Securities Lending Transactions" is another recent GASB proposal that would specify the accounting for securities lending transactions undertaken by state and local governments.

The proposal would require governments to report the loaned securities as assets. If cash is received as collateral on the loan, it would be

reported as an asset, along with any investments made with the cash. Securities received as collateral would be reported assets if the governmental entity was able to pledge or sell them. Liabilities resulting from these transactions also would be reported. If the collateral securities cannot be sold or pledged, they would not be reported in the balance sheet. The proposal also would require certain disclosures about the nature of the transactions.

If adopted as final statements, both the exposure draft and proposal would be effective for periods beginning after Dec. 15, 1995. Comments on both are requested by Feb. 28.

One copy of the exposure draft (product code GE33) and proposal (product code GE32) are available without charge until Feb. 28 from the GASB Order Department, 401 Merritt 7, P.O. Box 5116, Norwalk, CT 06856-5116, phone: 203/847-0700, ext. 555.

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trouble, Newman suggested, because it was highly leveraged and there was a significant duration gap between its assets and its liabilities. This left the county highly vulnerable to increases in short-term interest rates. Finally, he concluded that the working group has a role in promoting sound investment strategies for state and local agencies to follow.

The hearings continued on Jan. 6 with representatives from financial institutions and issuers testifying. Nevada State Treasurer Robert Seale stressed the need to follow an investment policy that complied with a common sense strategy of safety and liquidity before yield and return. "No duty is more important than the prudent day-to-day management of public moneys," Seale said. When questioned by the committee whether more regulations were appropriate, and would it be a 'knee-jerk' reaction, as in changing the machinery rather than getting a new mechanic, Seale replied, "Absolutely."

The Government Finance Officers Association (GFOA) stressed that further regulation by the federal government would be a drastic departure from the principles of federalism that reserve certain powers to the states and would be an encroachment on state sovereignty.

Bonnie Kraft, GFOA president, indicated that the association recommends that finance officers exercise extreme caution in the use of derivative instruments and to consider their use only when they have sufficient understanding and expertise to manage them. Kraft also said that given



Photo by Tom Goodman

Newly appointed NACo Financial Services Center Director Steve Swendiman answers reporters' questions during a news conference that dealt with counties and financial investments, Dec. 15. Also pictured (l-r): NACo Executive Director Larry Naake, NACo President Randy Franke, Swendiman and NACo First Vice President Doug Bovin.

the current level of concern regarding investment policies and portfolio holdings, local officials should be undertaking a review of their authorized investments and an analysis of their portfolios.

Senator Alfonse D'Amato (R-N.Y.), committee chair, concluded the hearings by suggesting that the issuers, industry, everybody needs to do something voluntarily to protect the taxpayer. Perhaps improved disclosure may be the answer. If that happens, then more federal regulation will not be necessary.

Reaction to the witnesses' testimony was mixed. D'Amato and

Senator Paul Sarbanes (D-Md.), ranking minority member, both expressed serious concerns about the types of investments used. Senator Barbara Boxer (D-Calif.) went one step further and suggested many times throughout the hearing that more disclosure was necessary, and has introduced legislation to do just that.

However, Senators Connie Mack (R-Fla.) and Phil Gramm (R-Texas) stressed the need to keep the free marketplace unfettered with more regulation, but learn from this problem. "We can hold all the hearings we want, but we will never eliminate risks," Sen. Gramm commented.

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local governments.

At a recent press conference, House Speaker Newt Gingrich (R-Ga.) acknowledged that many aspects of the "Contract With America" are open to negotiation and has expressed his willingness to revisit some of the most restrictive provisions of H.R. 4, such as elimination of benefits for legal immigrants because of the savings generated by the five-year freeze.

However, Representative Clay

Shaw (R-Fla.), chair of the House Human Resources Subcommittee, which is now considering H.R. 4, has pointed out that the elimination of benefits to legal immigrants, which is the major funding mechanism for H.R. 4, would provide \$22 billion in savings, and that Congress also has to find sources for other proposals.

"Given Speaker Gingrich's willingness to revisit key elements of the Contract With America proposals and the fact that the Republican

leadership is rewriting the entire welfare reform bill, there is a clear opportunity for counties to have an impact on the outcome of the legislation," Pappas advised.

Counties, he said, need to express their concerns directly to their congressional delegations over the possible cost shifting that could result from proposals such as funding caps, block grants and denying federal benefits to specific populations.

NACo on the move

◆ NACo Third Vice President **Randy Johnson** was among a group of local government officials that met at NACo headquarters, Dec. 19, to map out a lobbying strategy for a flow control bill in the new Congress. Associate Legislative Director **Diane Shea** staffed the meeting.

At the Maryland Association of Counties meeting in Hunt Valley, Md., earlier this month, Johnson updated delegates on NACo's 1995 legislative priorities. NACo President **Randy Franke** was on hand to talk about the fast-moving unfunded mandates issue in Congress and Research Director **Sharon Lawrence** participated in a panel discussion on the local government role in the delivery of human services.

◆ On Dec. 14, NACo Fellow **Phil Rosenlund** spoke before officials from the Federal Highway Administration and Bureau of Indian Affairs about improving coordination between county government and tribes on highway planning decisions.

Rosenlund and **Ralph Tabor**, public policy director, attended a meeting of the Rural Coalition, of which NACo is a member, where rural development and the farm bill were on the agenda.

◆ At the White House, Carol Rasco, assistant to the president for domestic policy, met with Associate Legislative Director **Tom Joseph** and Executive Director **Larry Naake**, Dec. 22, where they reiterated NACo's priorities concerning health reform.

On Dec. 16, Joseph was part of a meeting between state Medicaid directors; Rasco; Bruce Vladeck, administrator of the Health Care Financing Administration; and Sally Richardson, director of the Medicaid Bureau, on federal Medicaid issues.

◆ **Victoria Vickers** is the most recent addition to the NACo staff. She serves in the Accounting Department as a junior accountant.

County News

"THE WISDOM TO KNOW AND THE COURAGE TO DEFEND THE PUBLIC INTEREST"

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"For Families' Sake": Local Government and Corporations Conference packs action agenda

On March 16-19, leaders of local governments, businesses and corporations from across the world will come together in a global conference in Salt Lake City, Utah to share successful strategies, programs and policies that address the needs of today's families.

The conference, "Family Resources and Responsibilities in a Changing World" is being held in cooperation with the U.N. Secretariat for the International Year of the Family.

World leaders will be encouraged to strengthen national policies which adequately respond to problems affecting families and to enhance the effectiveness of local, regional and national efforts to carry out family friendly programs.

Conference sessions will provide local government and business leaders with information on some of the best action-oriented prevention programs operating

in countries across the world that address the current needs of children, youth, families and the elderly.

A major focus of the world conference will be on wraparound services and strategies for implementing collaborative and coordinated partnerships among public and private sector organizations. Session topics will include:

- Teen Gangs: Whose Solutions Are Working?
- Family Violence and Physical Abuse: Who's Solving the Problem?
- Basic Nutrition, Family Health and Prevention Programs That Are Working
- The Quest for Tolerance Amid Ethnic Hatred, Xenophobia and Racism: Who's Successful?
- How to Aid At-Risk Families
- Getting Families Involved in Children's Education
- Meeting the Needs of the Dis-

Invitation from D. Michael Stewart, Ph.D., director of the Local Government and Corporations Conference on Families

Despite the many changes in society that have altered its role and functions, the family continues to provide a framework for the growth, development and strength of every nation.



D. Michael Stewart, Ph.D.

There is no simple view of the

family and no easy definition of family policy. Even though society has undergone major changes in recent decades, many policies and programs are still based on concepts and family models which may no longer reflect reality.

The Local Government and Corporations Conference on Families provides you, as county leaders, with an opportunity to learn about successful strategies, policies and programs from around the world that can help meet the needs of the children, youth and families in your county.

We all know that to care less or little about families is to pay more: in the workplace, in lower productivity, in social and welfare services, in law enforcement and criminal behavior.

This conference provides us all, local government and business leaders alike, with a chance to do something together to protect and strengthen family and individual well-being.

I invite you to join me in Salt Lake City at this historic global meeting.

- abled and Elderly, and
- Housing and Shelter: Who Is Doing It Successfully?

Conference sessions will be tailored to facilitate discussion among the local government and business participants. To encourage the worldwide discussions to continue after the conference, a newsletter and data base will be developed which will focus on the successful strategies, programs and policies presented during the three-day conference.

Keynote speakers at the world conference will include the first lady

of Ghana and the first lady of track and field, Jackie Joyner Kersee. Session presenters will include mayors, county officials, CEOs and family experts from across the world.

March in Utah is still considered prime skiing season — so attendees should make their hotel and flight reservations soon.

For a registration form, call the Conference Planning Office at 1/800/532-7769 in Salt Lake City.

1994 Crime Act Update

COMMUNITY POLICING

COPS MORE

Program Information

Open to all law enforcement agencies and designed to expand the time available for community policing by current law enforcement officers, rather than fund the hiring or rehiring of additional law enforcement officers.

Competitive grant program to put police officers on the streets in community policing programs.

\$1.3 billion available in 1995.

Funding Provisions

Grants will be made under COPS MORE to state, local and other public law enforcement agencies. These grants may be used to purchase equipment and technology, to procure support resources (including civilian personnel), and to pay overtime. It is anticipated that requests from law enforcement agencies will significantly exceed the funds available this year, thus applications will be reviewed competitively. The total amount of grants under COPS MORE will not exceed \$200 million.

The COPS MORE Application Kit was made available Dec. 31, 1994. The most important requirement in the application is the need to demonstrate how COPS MORE funds will result in actual increases in the number of officers deployed in community policing equal to, or greater than, the number of officers which would result from grants of the same amount for hiring new officers.

A more detailed explanation of these terms and examples of permissible uses will be provided in the COPS MORE Application Kit.

Grants will be made for up to 75 percent of the cost of the equipment, technology, civilian salaries or overtime for one year. Therefore, agencies receiving grants will be required to provide a minimum 25 percent local match. Waivers of the local match requirement will be granted only in cases of extreme local fiscal hardship.

In the case of grants for overtime, federal funds may be used for up to 75 percent of an officer's overtime wage. For purposes of COPS MORE, an officer's regular overtime wage is the amount an officer is paid for each hour of overtime services, and does not include benefits.

COPS MORE funds must not be used to replace funds that agencies otherwise would have devoted to equipment, technology, civilian hiring or overtime. In other words, any use of COPS MORE funds must be in addition to, and not in lieu of, previous funding commitments for law enforcement.

In addition, the applicant must specify within the COPS MORE application a plan for continuing the proposed activity following the conclusion of their COPS MORE funding.

Technical assistance with the development of community policing plans will be provided to jurisdictions requesting such assistance. Completed applications must be received no later than March 17, 1995.

An award under COPS MORE will not affect the eligibility of an agency for other COPS programs. Similarly agencies which have received funding under other COPS programs are eligible to apply under COPS MORE, however, any prior award may be considered in the assessment of the agency's need for additional resources under COPS MORE.

For applications or information, contact: Craig Uchida, director of grants and administration, Office of Justice Programs, COPS Office - Third Floor, 633 Indiana Ave., N.W., Washington, DC 20531, phone: 202/616-3031 or 202/514-3008.

STREAMLINING HUD from page 2

housing, particularly housing for special populations, and 2) homeownership efforts that draw moderate-income families back to or help stabilize distressed communities.

Under a transition schedule, the homeless block grant and the Housing Opportunities for AIDS (HOPWA) Program would not be consolidated into the Affordable Housing Fund until FY98.

The third block grant, Housing Certificates for Families and Individuals, would consolidate all public housing, assisted housing and Section 8 rental assistance programs. Assistance would be tied to people instead of units so that households have more choice as to where they reside. State and local governments would be responsible for allocating the housing certificates to low-income families and determining whether a public housing authority or non-profit organization should be the administrative entity.

HUD places emphasis on state and local strategies that encourage integration of lower-income households throughout metropolitan areas. Jurisdictions that HUD evaluates as good performers would receive additional funding and be permitted to move funds between the Housing Certificates Fund and the other block grants.

The plan would radically transform public housing, because by FY98 all project-based subsidies would be converted to tenant-based rental assistance. In FY96, HUD

would deregulate the more than 3,000 good performing public housing authorities so that they can operate more flexibly as developers and managers of low-income housing. The department would work with local and state governments to improve the operations of the 100 severely troubled housing authorities. Also, in FY96 and FY97, public housing modernization and development funds would be merged into a capital fund. Beginning in 1998, no public housing authority would receive funds directly from HUD. Instead, they would have to compete for capital and service funds through state or local governments.

The blueprint also calls for converting the Federal Housing Administration (FHA) into a government-owned corporation.

The plan does not specify the funding levels for the three block grants. However, HUD Secretary Cisneros has indicated that consolidation is not intended to provide justification for cutting HUD's budget.

Most of these changes will require congressional approval. Representative Jim Leach (R-Iowa), chairman of the House Banking and Financial Services Committee, indicated that a housing reauthorization bill is a priority of the committee and that restructuring HUD would be considered in that context. The blueprint developed by HUD will provide a starting point in a congressional review of the department.

FLOW CONTROL from page 1

the tonnage of waste being delivered to the county's landfills to drop from 650,000 to 590,000 tons per year, resulting in a \$6 million annual

loss of revenue.

By the end of FY95, officials expect the surplus funds to drop to zero. At the same time, the county

is preparing to close one of its landfills and anticipates closure costs to be in the neighborhood of \$22 million.

Prince George's has traditionally financed solid waste management facilities with enterprise or revenue bonds, which do not require voter approval. But, without the ability to direct the flow of waste to county facilities, the county is unable to ensure revenues to support such bonds.

Last November, in an effort to provide a safety net for financing waste facilities while keeping tipping fees at competitive market rates, the county asked voters for approval to issue nearly \$60 million in general obligation bonds to finance solid waste facilities. The issue won with 72 percent of the vote.

On the other side of the country, local officials in Washington hurry up and wait.

"The Carbone decision has created a lot of uncertainty," says Steve Goldstein, project specialist, Snohomish County (Wash.) Department of Public Works. "There are a lot of decisions we cannot make."

For example, before the court's decision, the county had spent two years planning the construction of a new transfer facility to replace one that is lapsing into obsolescence. "Those plans are stymied at this point," says Goldstein. "We aren't going to build anything until we find out what Congress is going to do. The good news is that the private sector is in the same position and isn't moving in to build the facility."

In the last minutes of the 103rd Congress, it looked like legislative relief was on its way. But, on the last day of the session, a bill that would have restored limited local control of waste flow died in the Senate. A similar bill has already been introduced in the new Congress.

While Congress deliberates, counties in North Carolina are focusing on keeping tipping fees competitive so that the waste stream continues to flow into their facilities. In Person County, for example, the board of commissioners is using the county's general fund to subsidize transfer station operations to the tune of \$7 per ton, according to County Manager Barry Reed.

Nearby Wake County has approved a plan to assess waste reduction fees on all of its households to finance its "non-landfill" waste management costs, such as its drop-off system, illegal dumping enforcement activities, and recycling and waste reduction programs — all of which have been funded exclusively by tipping fees up to this point.

"We were concerned about our ability to fund necessary programs without setting tipping fees out of the market," says Phil Carter, solid waste director. Under the new plan, the county will be able to reduce landfill tipping fees by up to 30 percent.

In North Carolina, counties are able to charge what the state calls "availability fees" for solid waste

services even to those who don't use the service. Availability fees differ from user fees in that the fee is paid by everyone, whether or not they use the service, simply because it is available.

The Supreme Court's May 1994 C & A Carbone vs. Town of Clarkstown decision essentially trashed local government control of the flow of waste, putting many counties back at square one.

Montgomery County, Md. is preparing to implement a waste management financing strategy based on a similar principle.

A few years ago, waste management officials there realized that the county had what Aron Trombka, environmental planner, Department of Environmental Protection, called "a 1990s waste management system funded in a 1960s fashion" — solely by tipping fees. In essence, the system was growing more efficient and recycling rates were on the rise, but revenues were falling. "The more successful our programs were, the less money we had available to pay for the successful programs," said Trombka. So the county set out to bring the funding mechanism up to date and came up with a method of segregating the system and charging the people who benefit from it.

The "Systems Benefit Charge" will be structured to allocate base and incremental costs among different users — residential, multifamily and commercial. The base Systems Benefit Charge includes recovery of costs such as debt service, administration, waste reduction and detoxification programs, which are of benefit to the entire community. The incrementally, Systems Benefit Charge recovers costs of services provided to specific users, such as sector-specific recycling services.

Like availability fees, the systems benefit model assumes that the fact that a solid waste management system exists, brings a benefit to an entire community.

"Solid waste management is a public service as essential as public health, welfare and safety," says Trombka who likes to draw an analogy between solid waste and fire services to explain the rationale behind systems benefit charges.

"Not everybody has the occasion to use the service, but the fact that it exists benefits everybody," he says. "Just like we can't say, 'We're not going to provide fire services,' we can't say, 'We're not going to provide solid waste services.'"

MANDATE RELIEF from page 1

weakening amendments.

Although the number of cosponsors of the bill has grown to 63, Senator Dirk Kempthorne (R-Idaho), the key sponsor of the bill, feels that senators must continue to hear from their state and local leaders back home to ensure that all weakening amendments are soundly rejected. The Senate plans to complete action on amendments and vote on final passage of S. 1 on Jan. 17.

After similar legislation was blocked last year, state and local leaders urged Senate Majority Leader Bob Dole (R-Kan.) and Sen. Kempthorne to move the bill immediately. Responding to overwhelming support from county officials, mayors, governors and business leaders across the nation, Dole decided to make mandate relief one of the Senate's top legislative priorities

and instructed key Senate leaders to work with state and local officials to pass legislation within weeks after the start of the 104th Congress. The bill was introduced on Jan. 4; a hearing was held on Jan. 5, at which NACo President Randy Franke testified in favor of the bill; and on Jan. 9, the Senate Governmental Affairs Committee and Senate Budget Committee approved S. 1 by a vote of 9-4 and 20-0, respectively.

During Governmental Affairs Committee action, members rejected several amendments offered by Senator Carl Levin (D-Mich.) to change the bill from a permanent law to a three-year authorization, which would cause the legislation to expire on Dec. 31, 1998; to exclude legislation that applies to state and local governments as employers; and in cases where cost esti-

mates cannot be determined, to allow the Congressional Budget Office to merely state that in its report. During Senate Budget Committee action, members also rejected similar amendments offered by Senator Barbara Boxer (D-Calif.).

In the House, the Government Reform and Oversight Committee approved the companion bill, H.R. 5, on Jan. 10 by voice vote, and the House Rules Committee voted 9-4 on Jan. 11 to approve the rules for floor debate which is scheduled to begin on Jan. 20. Amendments offered by Representatives Cardiss Collins (D-Ill.) and Henry Waxman (D-Calif.) to exempt labor, environment and health laws were all rejected by votes along party lines. NACo urges county officials to call or fax messages to their members urging them to vote for H.R. 5 and oppose all weakening amendments.



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Leadership, key to sustainability in Northampton County, Va.

By Nina Petrovich
research associate

Driving down Route 13 in rural Virginia, the one main road cutting the peninsula to the mainland, one might forget that this is a pristine Eastern Shore of the Atlantic. Abandoned buildings and disused railroad tracks scar an otherwise rural paradise. For many of the citizens of Northampton County Va., however, there is little space in miles of protected lands if you can't feed your family.

Northampton County is not just a quaint, coastal community, it is an impoverished rural community striving to survive. Thirty percent of Northampton's citizens live below the poverty line and its median household income is the lowest of 136 counties in the Commonwealth of Virginia.

In a county with a 225-mile perimeter, 500 people are homeless. Housing Director David Annis says, "We don't have sidewalks here, we don't see them in the streets. They're living in the fields and whatever shacks they can find."

Conditions in Northampton County can be described as extreme. In addition to the high numbers of unemployed citizens (9.4 percent), housing is inadequate and infrastructure undeveloped. Twelve percent of its housing units have no running water and ten percent have no indoor toilets. These factors and others have led Northampton to a state of economic crisis.

On the other hand, the county boasts many assets, the primary being its people. Settlers were attracted to the peninsula that lines Chesapeake Bay because of its natural resources. The barrier lands that border Northampton County's ocean shoreline provide a fishery and shelter to an abundance of marine life and waterfowl. For hundreds of years, Native Americans, European Americans and African Americans subsisted on agriculture and seafood industries as their mainstay. Although the seafood industries are still vital to the county, they no longer sustain its population.

Citizens of Northampton County

have always been good stewards of the land. This harmony between citizens and their environment resulted in the county's nomination as part of a United Nations biosphere reserve in 1979. The Nature Conservancy now owns and preserves 45,000 acres of land through the Virginia Coast Reserve. The county can always maintain its natural heritage, but what of its people?

Two years ago, Northampton County underwent a sustainable development visioning process. The final outcome was a strategy aimed at redeveloping traditional industries to make them sustainable in today's world, while at the same time preserving a rich cultural heritage that dates back to pre-European settlement. It is this heritage that the citizens mean to celebrate and use as a foundation to build industries respectful of their culture, yet able to sustain their populations.

The Sustainable Development Action Strategy

The Sustainable Development Action Strategy, funded by the National Oceanic and Atmospheric Administration, was above all else an exercise in community empowerment.

A community vision

In explaining how one goes about involving the community in planning for the future, County Administrator Tom Harris says, "First you've got to be committed. Community visioning is a slow-moving, long process that requires patience and continuous work."

"Next, community leaders must understand that there is a need for ownership by the community. Each stakeholder must have her or his own sense of commitment to the cause. Also, different groups buy into the process for different reasons. It is important to be able to communicate effectively the benefit to everyone and allow them to get excited about their piece of it."

"You have to lead by example. You can't just sell the message, you have to be the message. This works especially well in communities with

an elected leadership. Next, it is critical to accomplish small, short-term goals. Once stakeholders sense success, the community begins to blend together. Once the community is committed, it is easier to convince outsiders the community is a worthwhile investment.

"Finally, networking helps build support for the program and community. We look to other communities to see how the process may apply in different situations. A sustainable development strategy is supportive and compatible with other economic and social development planning efforts ... they too must be part of the process. Once the community is unified and goals set, that community can be marketed to outside sources for financial assistance or investment."

Bringing the community together is no easy task. In Northampton, public meetings were held several times. In part, the process was driven by the desire to apply for an Enterprise Community designation under the Omnibus Budget Reconciliation Act of 1993 and the sustainable development strategy became part of the Enterprise Community application.

In the fall of 1994, during what was called a Countryside Stewardship Exchange, a team of international experts in community empowerment, planning and design visited the Eastern Shore to recommend an economic development strategy based on existing community resources. During each of these events, Tom Harris organized public meetings to involve the community.

During the Enterprise Community application process, it also became clear that some minority and economically disenfranchised communities had not yet been involved in community decision making. Northampton Supervisor Arthur Carter, M.D., and Administrator Tom Harris went to those communities and conducted visioning sessions with a third party facilitator from the minority business community. (See commentary on page 8.) These sessions granted a voice and sense of ownership to communities who, in the past, have been left out of the process.

Consensus among Northampton's citizens about what was needed for future development was easy in coming. Regardless of their demographic niche, each subgroup identified career-type employment opportunities as their primary concern. It was their belief that finding stable, well-paying jobs would correct many of their social ills. But not just any jobs. They wanted jobs that would allow them to maintain the rural character of their community and cultural diversity.

So far, Northampton's action strategy for sustainable development has been successful.

This past summer, the county was awarded the Presidential Leadership Award for Sustainable Development by Barbara Sheen Todd. The Enterprise Community appli-



Photo by Nina Petrovich

Willis' Wharf Historical Fishing Port is soon to be restored as part of Northampton's Sustainable Development Action Strategy.

cation has been approved. President Bill Clinton's Council on Sustainable Development has also chosen Cape Charles in Northampton County as a demonstration site for an Eco-Industrial Park: a self-contained, non-polluting industrial park that suits the character of the community.

In November, Virginia Governor George Allen declared Northampton County as a possible site for a state prison. Sustainable development planning is truly tested with this kind of challenge. The prison would provide steady, long-term employment to the county, yet some fear it may be a threat to the community. "We have to now be true to our vision," Harris concludes.

"We need to look at the proposed prison as a business and assess how it can be developed sustainably. If we are truly committed as a community, we will make our decision based upon whether a prison will forever impact our cultural heritage. The sustainability of this project will predicate future development."

Creating jobs, rural sustainability

In rural communities, sustainable development may mean keeping communities whole by providing better employment opportunities for youth. In urban centers, sustainable development may require redevelopment of so-called brownfields, vast areas of vacant, desolated land, and creating equity in the inner city. Many suburban communities cope with managing rapid growth to sustain their communities, while many Western communities face depopulation and look for incentives for attracting new business and citizens.

Northampton County provides an interesting study in rural sustainability. Often sustainable development is misunderstood as a kind of "environmentalism." In the case of Northampton, and other similar counties, that's not the case. For them, the key word is "development."

With 30 percent of its population at or below the poverty line, 9.4 percent unemployed, and 20 percent of its residents with less than a 9th grade education, economic de-

velopment is critical.

Jobs are scarce, even scarcer are opportunities for growth which employ and support the people of Northampton without compromising the natural and human heritage that makes it unique.

Lack of career-oriented employment opportunities creates a cyclical effect on the society which affects social services, education, and the ability to provide adequate community infrastructure and quality of life. Until the county can provide incentives for investment, employers won't locate there. Without this investment, the county is unable to provide a trained work force or proper housing and infrastructure.

The solution is to find employment opportunities which build upon community strengths and cultural heritage.

Seafood and agriculture have always been the mainstays of the economy in Northampton. Agricultural output is the largest industry, measuring \$68 million annually. The Virginia Polytechnic Institute and state university determined that by shifting to more organic farming techniques, the number of jobs could double on the same output.

Heritage tourism represents another industry which can be enhanced. Nature preserves and parks provide safe and valuable habitat for many migratory species of birds. In 1993, the county held its first annual birding festival, which attracted \$52,000 tourism dollars to the community. With a grant from the Department of Transportation, the county will build a heritage trail, heralding the county's history, cultural landmarks and natural beauty. In addition to developing attractions to the county, Northampton will be able to develop lodging, restaurants and other support services.

Northampton County residents have chosen to develop arts/crafts and local products. Through cooperatives and guilds, this industry has proven successful in other rural communities. Northampton is the site of a coastal North Carolina cooperative of artists, the Watermark Association, which gained \$664,000

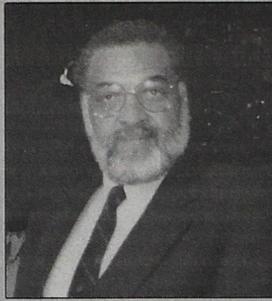


COMMENTARY

Community Empowerment and the Vision

By Supervisor Arthur Carter, M.D.
Northampton County, Va.

(Arthur Carter, M.D., Northampton County supervisor, is a key leader in Northampton's successful community-wide planning efforts. Below, he discusses how he and other Northampton County leaders in both the African and European American community bridged culture and class gaps to build a sustainable community vision, and gives some advice on what local governments need to do to involve their entire communities in planning.)



In 1987, two or three acquaintances, certainly with their separate agendas, mused the possibilities of "progress" if traditionally separate and segregated, and often antagonistic communities, could possibly find some common ground. They proceeded to systematically make a list of the most successful, respected, outspoken men and women. Special care was taken to identify, as is humanly possible, approximately equal numbers of men and women, African and European American.

The list was divided according to who best knew whom. Each person was called and asked if he or she might be interested in meeting with individuals of the opposite group to discuss issues of concern. The vast majority on the list politely refused. But, a small biracial group did eventually convene and list issues.

Priorities and issues could not have been more disparate. For example, the European Americans cited threatened potable water and underground aquifer supply, Chesapeake Bay pollution in watershed discharge and runoff, tidal marsh and non-tidal wetlands destruction, uncontrolled residential growth, and unclear and poorly defined local government process as issues.

The African Americans listed lack of family wage jobs, racial discrimination as an impediment to economic and political mobility, insufficient recreation facilities for youth, prevalence of crime and drugs, absence of African history and cultures in the public school curriculum, few African American public school teachers (greater than 60 percent of the students are African Americans), and absence of proportionate representation within local government, etc. It was as though we lived on different planets.

We made some early decisions:

- Even though we did not share the same issues nor concerns, we quickly realized that agendas stood a better chance of success if it had or could claim the support of the other, or at worse, if the other group would not actively oppose it.
- We would form a 501-C-3 non-profit corporation to achieve greater local government accountability and to educate both communities on the issues.
- The composition of the board of directors and executive committees would be proportionately representative of the county as a whole.
- The organization would meet every two weeks alternately as executive committee and board of directors.
- All decisions would be made by consensus — there would be no vote and thereby no losers on any issue.
- Resolution of all disparate issues would occur through compromise.

In retrospect, if we had omitted any one of these decisions, the organization would not have survived and none of what has been subsequently accomplished would have been possible. Seven years later, this local organization, Citizens for a Better Eastern Shore, has experienced many changes in leadership and officers. Yet it continues to function within its original guidelines, produces respectful and enlightened community leaders and leadership, has immeasurably influenced county government toward clarity of process and accountability to all socioeconomic diversity.

This is not empowerment but is merely the necessary framework for empowerment. Empowerment is a two-way street. First, government must be comfortable with and see the tremendous advantage of partnership with the private and non-profit sector in order to receive well thought out goals, strategies and objectives, and in the era of dwindling resources, unprecedented foundation, state and federal grants for program development and implementation. But this is nothing new.

What is novel is a partnership with the disenfranchised, underemployed, low- and moderate-income citizens to encourage them to organize within their communities in order to identify problems and their corresponding solutions.

County government should encourage through resolutions and letters of support, as well as appropriations for leveraging state, federal and foundation funding for their staff and their program development and implementation.

What is novel is to work with the staffs of low- and moderate-income community organizations and make available to them technical assistance from the county's departments of planning, housing and economic development to assist their program planning and implementation.

Remember, this is the enlarging segment upon which our from-the-top-down, agency-directed programs are having marginal cost-effective results. If we in government have the self-confidence to wisely govern in partnership with, and to assist these citizens in this "bottom-up approach," we may be surprised at the human and financial resources available.

Hamilton County hosts Sustainable Development Task Force meeting

By Nina Petrovich
research associate

Chattanooga and Hamilton County, Tenn. hosted a tour of their community for NACo's Sustainable Development Task Force (SDTF) in December. The meeting was the first of the 1994-95 SDTF, appointed by NACo President Randy Franke. The task force, under the leadership of SDTF Chair Mary Pearmine, commissioner, Marion County, Ore., will build upon the work of last year's task force.

Strong partnership forges strong vision

The city and county have collaborated for two decades on a visioning process to improve the quality of life for citizens of Chattanooga and Hamilton County by focusing on the economic health of the community.

Before Chattanooga/Hamilton County began its planning process, they faced severe air and water quality degradation. In addition to the pollution problem, jobs were growing more scarce. These pressures triggered a community-wide visioning process as a first step toward change.

Community leaders recognized that developing a vision of the future requires some knowledge of options and the experiences of other communities. For this reason, the local Chamber of Commerce coordinated tours to cities around the country, open to anyone who wanted to attend, so that citizens, businesses, decision makers and potential investors could see examples of how other localities planned for economic revitalization. Grants were even made available to interested citizens who could not afford to attend.

This process allowed a broad representation of the community to learn from other cities around the country. The tours helped to draw people together and resulted in a lot of creative thinking. "Visiting other communities," remarked task force member Supervisor Francie Sullivan, Shasta County, Calif., "helps you see what's possible in your own community."

Urban redevelopment took place one step at a time. Small achievable projects were first identified and funded by public-private partnerships. Many local foundations contributed to the implementation of short-term projects.

Projects were chosen based upon their contribution to the community at large (for example: a safe, attractive and accessible public park was one of the first projects) and their ability to be completed quickly. Short-term, visible projects helped to build a level of trust within the

community, which in turn increased community support for additional projects. Investors were attracted to success and, although progress was incremental, it was continuing.

Perhaps the most striking characteristic of the process was the relationship between the city and county. Each contributed equally in financing and staffing the visioning, which wasn't until recently called sustainable development. Jeannine Alday, administrator of the Hamilton County Human Resources Department personally coordinated the task force through a city tour, remarking time and again about their close relationship.

"It is absolutely critical to the success that all of us worked together," City Councilman Tom Crockett said. "I don't know how to define the role of cities and counties anymore, we're so interdependent here. We need to educate ourselves and not be tempted by short-term solutions. If offered a good development project in an inappropriate area, we need to offer incentives to relocate to a place better suited to that development."

It was apparent to the members of the task force that both the city and county were committed to working together. For example, Hamilton County Executive Claude Roberts and Mayor Roberts attended a meeting with the task force to share views as elected leaders about pride and commitment to the community.

Keys to success

Visioning empowers a community. It is a method of uniting a community that also involves in a real way. In Chattanooga/Hamilton County, everyone, school children to elected officials and the aging had a voice and present their idea of a positive future.

From the beginning, the visioning process in the city and county was on finding a future for the community. We were not focusing on the environment, and we never talked sustainability. We were looking for industries that keep our children at home," said Ellen Cooper of Chattanooga Ventures, who presented the method of community visioning.

"Least as important as the solution to the public problem is not including or identifying stakeholders; it is not inviting them behind closed doors that building a few people around the table, opening an invitation that everyone person feel welcome everyone felt like their opinion mattered."

A special effort was made to ensure that segments of the community that do not normally

See TASK FORCE, next page

NORTHAMPTON from page 7

sales of arts and craft items in 1992.

The unique and well-protected natural systems in Northampton County also promote valuable scientific research on coastal systems. High environmental quality supports the development of value-added produce and seafood, as today's markets promote healthier foods. Finally, improvements in infrastructure could support future industry that is compatible with community goals and values.

Transforming a failing industry into a sustainable industry

Fisheries scientist Michael Pearson, director of Cherrystone Aquafarms, referred to the aquaculture industry as the "poster child of sustainable development in Northampton County." This is true for a variety of reasons. Primarily, aquaculture is in itself sustainable. Shellfish aquaculture has a benign impact on the environment. As a renewable resource, the only threats to its continual success are poor markets and declining water quality due to outside sources. Clam farming actually contributes to improved water quality. Agricultural production on the peninsula contributes to nitrogen-rich soil runoff. Clams (in the order of 100 million) consume nitrogen in the form of phytoplankton and, in essence, filter the water column.

For centuries, the nutrient-rich high salinity waters of the Eastern Shore produced an abundance of oysters naturally. These oyster beds had the capacity to filter the tidal plume of the Chesapeake Bay in three to four days.

More recently, the acres of oyster beds were decimated by the presence of a highly toxic disease, transforming a once productive food source to an artificial reef of sorts. With

increased loading from agricultural and development activities and without a biological capacity to filter the water, water quality has declined.

No cure has been found for the diseases which affect oyster beds along the Atlantic coast. Clams, which are resistant to these diseases, replace the biological system that protects water quality.

The aquaculture industry fits very well into Northampton's action strategy socially because it promotes and supports local watermen. As depleted stocks along the entire Atlantic coast have caused the fishing industry to suffer, families which have fished for generations are able to maintain some productivity from the sea in the form of aquaculture. The industry produces jobs and does not require any significant public investment for it to be successful.

The marine environment around the Eastern Shore also promotes the industry. Communities of Northampton have historically been committed to clean waters and have lived harmoniously with their natural environment. On both seaside and bayside of Northampton County, the water is of good quality, is productive, and has good flushing ability. Clams develop faster in high-salinity waters, which also puts the Eastern Shore at an advantage.

Economically, Northampton benefits from aquaculture because of the success of the industry. Cherrystone Aquafarms, the largest on the Eastern Shore, produces \$3 million in sales annually and employs 30 people annually. Yet the largest benefit to the community lies in cooperative agreements with local watermen.

The farm supplies juvenile clams to individuals who raise the clams to market size and receive a share of the profits from their sale. Both parties benefit: The cooperative farmer receives the juveniles for free and then

has an incentive to protect what she or he owns to gain a profit.

Cherrystone, in turn, receives increased production without significant costs. Approximately 100 people are indirectly employed through this type of arrangement. Facilities are in place to produce 100 million clams (compared to about 44 million clams harvested naturally in the entire state) out of Cherrystone, which would yield approximately \$15 million in sales.

To be effective as a sustainable

development program, the aquaculture industry must be part of a larger strategy. As a result, protecting high water quality is the primary goal of Northampton's action strategy for the aquaculture industry.

The committee that oversees aquaculture development includes county supervisors and staff, planners, state regulators, business and citizen representatives, fishermen, scientists, and aquaculture agents. Such broad representation can help to ensure that overall water quality goals are met through land-use planning

and overall economic development.

When asked what will it take for Northampton County to realize its vision, Harris had this to say: "The emphasis, at least from the county perspective, is on keeping the partnerships together that we have established and making them real. In other words, that partners don't just come together when it is convenient. Then the pieces we have developed will complement each other and the community as a whole can capitalize on what we receive."



New challenges call for a new set of leadership skills

By Randy Franke
NACo president

Currently, NACo is involved in two initiatives that began under the presidency of Barbara Todd. They are the Sustainable Development and Children's Initiative projects.

At first glance, these two initiatives may not seem to have much in common. However, they have one key ingredient that is essential for the success of each. That common and key ingredient is leadership. Not the old style, "charismatic leadership," characterized by the very visible singular leader who essentially provides the leadership and everyone else follows. Or by the good ol' boy network of backroom leadership where a few key community leaders decide what is best for the community and how it is going to get there.

Instead, I submit that it requires a new form of leadership. A leadership that is based on collaboration, involvement, inclusion, outcomes and a common vision.

The values and skills of this new leadership has been the subject of books by many authors: Peter Block, Warren Bennis, Burt Nanus, John Gardner, Tom Peters, David Osborne, Ted Gaebler, David Chrislip, Edward Deming and Steven Covey, to name a few of the most popular. It has been called by many names: TQM, Continuous Improvement, Empowered, Entrepreneurial, Catalytic and Collaborative Leadership.

Whatever its name, I believe this new leadership is essential for county leaders to steer their communities through these difficult times of change.

This new leader realizes understanding, consensus and ownership can only be achieved through active participation by all stakeholders. They realize that the process must be open and inclusive, involving individuals in the community who may not have had the opportunity to be at the table in the past. They realize that they must look within their own community for solutions to today's social and economic challenges. They must find new ways to compete in agriculture, manufacturing and service industries. They must develop new plans to educate citizens and enable constituents to continually increase skills and acquire fresh knowledge. And hardest of all, given today's strapped resources, they must learn to accomplish this, and more, with less.

The new leader must bring all of the stakeholders of his or her community into the discussion to develop a shared vision and strategies to achieve it. Leaders work together to determine local priorities and tradeoffs to achieve the common goals — whether for children and families or a broader goal of sustainable development within the community.

Today's leaders recognize the importance of developing collaborative partnerships to attain sustainable improvements in the quality of life in their respective communities. They recognize that all stakeholders must be identified and brought into the process, even those who have been disenfranchised and not had the opportunity to participate in the past.

Collaborative leaders understand that sharing power with others results in strength gained, not lost. They also understand that their personal risk is much greater because in true collaboration leaders share their resources and their reputation. They also share in the results, good or bad.

Collaborative leadership in and of itself is not enough. Leaders must help to develop a clear, common and agreed-upon vision amongst all of the stakeholders as to where the group is headed. They must recognize the importance of measuring outcomes and focus on the results of their effort, not the effort itself. If the stakeholders in the community can agree on the preferred outcomes (we call them benchmarks in Oregon), then those outcomes or benchmarks become a magnet for collaborative efforts by all of the stakeholders.

And, finally, the new leader recognizes that the problems our communities face today, whether they are with children or sustainable development, are not government problems that government or government money can solve alone. Indeed, they are community problems, and only through an inclusive collaborative local planning process involving all stakeholders in the community can we hope for real change and improvement. As Osborne and Gaebler state in *Reinventing Government*, "Those who steer the boat have far more power over its destination than those who row it."

As I view it, the "new" leader must perform these tasks:

- Empower stakeholders to take responsibility for their own piece of the system.
- Provide and keep stakeholders committed to a structured change process.
- Keep stakeholders focused on a higher purpose so that all change activities are aligned to a common vision.
- Manage the interconnections of the system pieces and champion the growing knowledge of the system.

The leader's role is not to decide how the problem should be solved, but rather to act as a catalyst and inspire action among the people whose energies and commitment are necessary for successful change.

TASK FORCE from previous page

public meetings were included. The organizers and leaders needed to find creative ways of reaching people. One method is to identify community leaders that have influence over a certain neighborhood or group and ask them to extend an invitation, add a personal touch.

Another key to success is a positive attitude and good relationship between government agencies. For example, air pollution had become extremely poor. The task force was shown photos taken only a few decades ago when the smog was so dense you couldn't see to the end of the city block. Administrator of Chattanooga/Hamilton County Health Department, Howard Roddy, described the history of their air pollution and struggle to correct it. "Air pollution had to be addressed by a regional city/county authority.

"The city and county have always worked well together, and their work created a 'can do' attitude, making their efforts successful. The air quality is well above EPA standards and is used as a model for other regions."

Some final tips for a successful program were presented by Jim Bowen, of River Valley Partners, who leads the riverfront development in Chattanooga.

"Remember that there are always going to be people criticizing what you're doing. You can't let it stop you. Most of the time, what you've developed turns out to be more successful than you even said it would be.

"Another key to success is found in the choice of the first project. Implement something simple that can have a broader benefit and it develops a wave of confidence that turns people into risk takers. The public/private partnerships were instrumental. Private investment can be a catalyst to inspire secondary, tertiary private investment. If you can get that as a catalyst, you'll be surprised about where it can take you.

"Inclusion, involvement and partnership ... no one entity can do something or move something forward. Progress requires a team effort."

News from the nation's counties

North

PENNSYLVANIA

• To counter a growing epidemic of firearm deaths and injuries, the ALLEGHENY COUNTY Health Department has launched a comprehensive and community-based violence prevention project in one of its communities. Titled "Working Towards Peace," the program will bring together youth, family and community in a partnership against violence, starting with Gun Safety Awareness Week and a Safe Resolutions Campaign for 1995.

"Gun deaths and injuries have increased dramatically in our county. The numbers are staggering and indicate we must focus our efforts in the African American community," said County Health Director Bruce W. Dixon, M.D. "This is a pilot project. If it's successful, we'll consider extending it to other communities plagued by violence."

Since 1989, firearm fatalities in the county have climbed 50 percent, from 101 to 152 last year, with suicides accounting for 75; homicides, 73; and unintentional shootings, 4. Virtually all of the increase fell upon the non-white population. Gun deaths in this population rose from 16 to 66, while white gun deaths went up slightly, from 85 to 86. A survey of emergency departments at 22 local hospitals reveals a similar rise in firearm injuries, also up 50 percent, from 408 in 1992 to 606 last year. The victims were predominantly male (90 percent), African American (77 percent), and under the age of 25 (56 percent).

The project is funded by an injury prevention grant from the Pennsylvania Department of Health.

South

MARYLAND

• MONTGOMERY COUNTY

officials recently launched a public awareness campaign to educate citizens about "professional" panhandlers in the area, and to offer tips on how to best help the needy.

The "Make a Change" campaign, targeted to urban areas of the county, is a joint effort by county government, businesses and advocates for the homeless to inform citizens about how to deal with individuals who solicit money on the streets. A brochure, detailing the problem and offering advice about what citizens should do when approached for money, will be available in stores, libraries, recreation centers, churches and other locations, along with a "Community Resource Card." The card, written in English and Spanish, can be handed directly to panhandlers, since it lists local services for homeless persons.

"This campaign is the result of an important lesson that we have learned over the years, namely, that giving to panhandlers does not solve their problems," said former County Executive Neal Potter. "It only increases their numbers in our streets and on our sidewalks."

The campaign urges citizens to follow these suggestions when they are approached on the street and asked for money: a) Do not give cash — instead, buy the person a sandwich or a cup of coffee; b) Be

courteous but firm about declining to give cash; c) Call the police if you feel threatened; d) Give the person a Community Resource Card; e) Make a financial contribution — to the Montgomery County Coalition for the Homeless; or f) Volunteer your time to help the homeless.

NORTH CAROLINA

• The Charlotte MECKLENBURG COUNTY Government Center and a couple of county employees recently made their Hollywood debut in the motion picture, "Nell," starring Jodie Foster.

In the movie, the government center plays a medical center. In fact, with help from the county's building standards department, the crew built a set on the fifth floor of the complex where numerous scenes were filmed.

Patsy Kinsey, former vice chairperson of the Mecklenburg Board of County Commissioners, is in two scenes, entering and exiting the building. John McGuillicuddy, interim public information officer, is also in one scene dressed as hospital staff pushing an IV unit down the hall.

Midwest

IOWA

• MARSHALL COUNTY Treasurer Deane Adams is going the extra mile to assess citizen satisfaction with county

government services.

Each day, he obtains the names and telephone numbers of between three and five citizens who have conducted business with the county. At night, he calls these individuals at home to inquire about their experience with the county that day. According to Adams, this system has been highly successful. He noted, "I believe people are more willing to talk than write down something." (Source: Iowa State Association of Counties, *The Iowa County*, December 1994.)

West

CALIFORNIA

• The expansion of SAN DIEGO COUNTY'S freeway call box program to include state highways nearing completion and officials say the emergency phones are expected to be turned on this month.

Until now, call boxes were installed almost exclusively on freeways. But their success as a motorist aid system brought requests to add call boxes to state highways that run through the county's rural areas.

The San Diego Service Authority for Freeway Emergencies (SAFE) began installing the additional 27 emergency call boxes in November. The solar-powered, cellular phones are being placed at approximately one-mile intervals along state routes. Some gaps in the rural system may exist in areas where cellular service or telephone lines are unavailable.

The addition of the rural system will bring the total number of call boxes in San Diego County to 1,675.

The cost of the rural system is approximately \$700,000, SAF officials said. The call box program is funded by a \$1-per-year fee collected from each vehicle registered in the county.

There is no charge to use a call box, however, motorists are responsible for the cost of services requested. Call boxes can dial on 999, one number — the California Highway Patrol.

COLORADO

• Some LARIMER COUNTY residents are working off a portion of their annual property tax bills by performing various tasks throughout the county.

The program is designed to assist senior citizens and low-income homeowners in meeting their property tax obligations. Participants perform such needed services as clerical work, assisting in the maintenance of parks and recreation areas, and preparing meals at the county's correctional facility.

Participants must live in the county and own the property on which taxes have been assessed. In addition, eligible residences must be full-time year-round residences. Program participants earn their current minimum wage and may work off up to \$250 of their tax bill. Checks for the up to 80 participants each year are made payable directly to the county treasurer.

(Source: *Financing Local Government*, Dec. 31, 1994.)

We invite readers to submit items for "News from the nation's counties."

Mail to us: c/o County News, 440 First St., N.W., Washington, DC 20001, or FAX to: 202/393-2630.

Federal system shake-up moves at lightning speed

By Neal R. Peirce
Washington Post Writers Group

(Neal Peirce is a syndicated columnist who writes about local government issues. His columns do not reflect the opinions of County News or the National Association of Counties.)

Along with its shift in rules and bid to pass a balanced budget amendment to the Constitution, the new Republican majority on Capitol Hill is moving with lightning speed to effect an historic shift of power from Washington to the states.

Significant action is coming almost daily. Consider for example unfunded mandates — Congress' habit of imposing social and environmental regulations without paying the increased costs incurred by state and local governments.

An anti-mandate bill was introduced opening Jan. 4, got a Senate hearing Jan. 5, was set for House floor debate within a week with congressional leaders saying they expected both houses' approval before President Clinton's State of the Union address Jan. 24.

But anti-mandate legislation alone leaves the governors uneasy — worried, as Republican Governor George Voinovich of Ohio puts it, that the states may be victims of "shift and shaft," whereby Congress tries to balance the federal budget by mandating more and more costs to the states.

So in a surprise move Jan. 6, just two days after he became House

speaker, Newt Gingrich promised to hold hearings and schedule a floor vote on an unfunded mandates constitutional amendment. Gingrich's endorsement was clearly designed to get governors on his side before the balanced budget amendment moves out to the states for ratification.

Indeed, Jan. 6 was the first day of what are promised to be quarterly meetings between Republican congressional leaders and the nation's Republican governors. In the partisan spirit of the times, the Republican national chairman gets to come, but Democratic governors and mayors — regardless of party — are being shut out. The exclusion has triggered strong complaint from National Governors' Association chairman Howard Dean (D-Vt.).

Simultaneously, welfare reform is barreling down the new congressional track, with Gingrich & Co. promising action within the first 100 days. Radical action now seems all but sure to result, prompted by general concern over rising costs and conservatives' special desire — spelled out in the House Republicans' "Contract With America" — to cut off payments to unmarried teenage mothers and deny them aid increases when they have more children.

Some pull-and-tug is emerging on the welfare issue. The governors have already been inundating the Clinton Administration with requests for waivers to limit welfare. But governors don't like the idea of Congress setting the rules for them.

"Every city and state is different," Michigan's John Engler insists. "That's why we need the flexibility to be different and to be creative in our strategy to reform welfare and restore hope." Says Wisconsin's Tommy Thompson, who's won broad national notice for welfare reforms he's already been trying: "I'm opposed to a national package. I don't want to export and force Wisconsin's ideas on other states."

However the welfare rule issue is settled, what does now seem likely is that the basic AFDC (Aid to Families with Dependent Children) and some six other welfare-oriented programs will be rolled into one block grant to the states.

Indeed, as many as eight new block grants, encompassing almost all federal aid to lower-income people, were on the table as the congressional leadership and Republican governors conferred Jan. 6.

Examples: 10 federal food and nutrition programs, including food stamps (current cost \$38 billion); 45 child care programs, including Head Start and Title I school aid (\$11.8 billion); 33 miscellaneous social service grants including help for runways (\$6.6 billion); 38 child welfare and child abuse programs (\$4.3 billion).

To top that, block grants incorporating 154 employment and training programs (\$24.8 billion), 27 housing programs (\$17.5 billion) and 22 health programs (\$5.1 billion) are being considered.

"The reduction in federal per-

sonnel and federal bureaucracy is simply staggering when we start talking about collapsing some 336 programs down into roughly eight block grants," said Engler.

Indeed, what's on the table is a revamping of American federalism, and a challenge to states to become true policy entrepreneurs. Last year's flurry of wavier requests to Washington will look almost quaint; now experimentation, by necessity, will become the norm.

One has to wonder how many states are ready to consider such a gigantic agenda of change so fast. It's still unclear what requirements will be laid on states to deal counties and cities into the action, so that the local governments that work daily with the poor don't discover they're just trading an indifferent Washington bureaucracy for an indifferent bureaucracy in their own state capital.

There's sure to be a spirited debate about the overall level of federal and state funding, and whether it's sustained well enough so that states can experiment effectively. Gov. Dean is already complaining that the Republican's welfare reform package would "starve children and kick old people out of their houses."

What now seems indisputable is that we're at a once-in-a-generation watershed point in American federalism. The question is no longer whether there'll be radical decentralization of power. It's how it will work.

(c) 1995, Washington Post Writers Group

Job market

CHIEF ADMINISTRATIVE OFFICER — VENTURA COUNTY, CALIF.: (Population: 700,000) Salary open DOQ. Ventura is a General Law County, located on the CA coast between Santa Barbara. The pos. is appt. by rpts. to a 5-mbr. Board of Supervisors. The County has approx. 7,000 employees and a FY94-95 budg. of nearly \$100 million. Prefer a BA/BS in public admin. or rel. field; grad. deg. or training in a tech. area (e.g., econ. or eng.) is plus. Prefer experience working in a level mgmt./supv. role in a CA county government. Should have demon. skills budg./fin. integov. rel., health and human serv. prog., labor rel., strategic mgmt., and utilizing modern tech. in the delivery of services. Send res. by 2/17/95 to Norman Roberts & Associates, Attn: Norm Roberts, Pres., 1800 Century Park East, #430, Los Angeles, CA 90067-1507. AA/EEO/ADA.

CITY MANAGER — CAIRO, GA: (Population: 9,035. Stable, diverse community with progressive local leadership and good mix of residential, commercial and industrial base. "Georgia's Hospitality City." 35 miles from Tallahassee and 50 miles from Albany. Full-service (electric, gas, water and wastewater utilities; police and fire) council/manager City. Competitive salary, plus automobile and excellent fringe benefit program. \$15M budget. 270 employees. Appointed by and reports to mayor (directly-elected, at-large) and five-member City Council (elected by-district) for four-year, staggered terms. Requires bachelor's degree in public administration, engineering or related field. Requires three years professional management experience and skills, principally as city manager for five years as assistant city manager. Demonstrated experience in managing all-service operations and experience in administration and dealing with personnel issues desired. Experience in managing water, wastewater, gas and electric utilities preferred, but not required. Excellent communicator, with proven public relations and public contact skills. Good computer and organizational skills. Ability to plan and project into the future. Resumes should be sent by February 6, 1995 to James L. Mercer, President, The Mercer Group, Inc., 990 Hammond Drive, Suite 510, Atlanta, GA 30328. IN ACCORDANCE WITH GEORGIA'S OPEN

RECORDS LAWS, RESUMES OF FINALISTS ARE SUBJECT TO PUBLIC DISCLOSURE. Equal Opportunity Employer.

COUNTY ADMINISTRATIVE OFFICER — SHASTA COUNTY, CALIF.: (Population: 163,000) Salary open DOQ. Shasta is located in the north end of the Sacramento Valley (Redding is the County seat) and is predominantly rural with approx. 41% of the County being public land. The pos. is appt. by rpts. to a 5-mbr. Board of Supervisors. The County has almost 1,400 FTE staff and a FY94-95 budg. of \$157 million. Prefer BA/BS. Requires several yrs. exp. as a sr. level executive overseeing a similarly diverse range of services. Prefer at least 5 yrs. in CA county govt. and demonstrated skills in: fin./budg.; land use/water issues; redev.; human serv.; staff selection dev. & supv.; and public/media relations. Send res. by 2/10/95 to Norman Roberts & Associates, Inc. Attn: Norm Roberts, Pres., 1800 Century Park East, #430, Los Angeles, CA 90067-1507. AA/EEO/ADA.

DIRECTOR OF SOCIAL SERVICES — CONTRA COSTA COUNTY, CALIF.: (Pop. 855,000) Salary open DOQ + attractive benefits. Contra Costa County (Martinez is the County seat) is located directly east of San Francisco and has a temperate climate and beautiful geographic setting. Position is appt. by rpts. to the County Admin. and supv. a dept. of 960 staff. Overall dept. budg. is approx. \$223 mil. per year, which inc. \$68.5 mil. in admin. costs, \$141 mil. in pub. assist. and \$13.5 mil. in gen. assistance. Prefer BA/BS in bus./pub. admin., soc. work, or rel. field; and 5 yrs. resp. admin. exp. in soc. work, bus./pub. admin., most of which must have been in a resp. admin. capacity at a policy-making level. Experience as a Welfare Dir. or Asst. Welfare Dir. in a large urban/suburban county is desirable. Send resumes by 2/24/95 to Norman Roberts & Associates, Inc., Attn: Norm Roberts, Pres., 1800 Century Park East, #430, Los Angeles, CA 90067 or FAX to (310) 552-1113. AA/EEO/ADA. Women and minority candidates are strongly encouraged to apply.

EXECUTIVE DIRECTOR, CALIFORNIA STATE ASSOCIATION OF COUNTIES — SACRAMENTO, CALIF.: The California State Association of Counties (CSAC), a non-profit organization which serves California's 58 counties, is seeking an Executive Director who understands the California political system and can provide strong management leadership to this multifaceted organization. The operating budget for 1994-95 is \$3 million and includes a staff of 23. The ideal candidate will be a diplomatic leader who feels strongly about county government, excels at developing relationships, acts in a non-partisan manner, maintains a collaborative approach to developing broad policy initiatives, and builds consensus among diverse interest groups. In addition, the successful candidate will be a proactive, hands-on manager who will provide effective leadership to staff and oversee the organization's financial resources and assets. Salary is open and negotiable depending on qualifications, plus a superior benefits package. If you are interested in this opportunity, please submit your resume, salary, and three references to: John Shannon, Shannon Associates, 1601 Response Rd., Ste. 390, Sacramento, CA 95815, (916) 567-4280, FAX (916) 567-1220. Final Filing Date is Friday, February 17, 1995.

EXECUTIVE DIRECTOR FOR HUMAN RELATIONS COMMISSION — NEW HANOVER COUNTY (WILMINGTON), N.C.: Minimum Starting Salary: \$39,166 with good benefits. New Hanover County on NC coast (pop. 131,000) seeks individual to administer and direct programs and activities of the Human Relations Commission, including enforcement of county fair employment and fair housing ordinances. Works with a 15-member citizen commission; directs a staff of (5) county employees and reports to the Deputy County Manager. Responsible for \$272k budget, including contract funds from the EEOC and HUD. For essential functions/requirements, and for application packet, call 24-hour Job Line (910) 341-7163. Pre-employment drug screen. Submit completed New Hanover County application and required supplements to New Hanover County Department of Human Resources, 414 Chestnut Street, Room 305, Wilmington, N.C. 28401. Application Deadline: 4:00 p.m., Friday, February 24, 1995. AA/EEOE.

EXECUTIVE DIRECTOR, GRAND VALLEY METROPOLITAN COUNCIL — GRAND RAPIDS, MICH.: Exciting position with Michigan's only metropolitan council. Applicants must be able to take initiative in performing a full range of managerial duties to include: directing Council activities and contacts with local, state, and federal officials; planning, organizing, and supervising the implementation of programs and policies adopted by the Council; providing general organizational leadership and direction; developing proper financial accounting and reporting systems, etc. Responsible for the oversight of a comprehensive transportation planning program. Thorough knowledge of regional planning and intergovernmental relationships, public administration, report preparation, organizational and communication skills a must. MBA, MPA, or equivalent preferred with 10 years of progressively responsible experience. Salary DOQ. Submit resume by January 31, 1995 to: Personnel Committee, Grand Valley Metropolitan Council, Two Fountain Place, Suite 500, Grand Rapids, Michigan, 49503. Equal Opportunity Employer.

FULL-TIME MONITOR — OCALA, FLA.: Evaluate programs and services in E&T through regulatory reviews and oversight in accordance with JTPA regs. BA in bus, psych, soc. research or related field, or equiv exp required. Considerable knowledge of laws, rules, regulations, and policies affecting Emp & Tng planning and reg reviews. Excel knowledge of research, data analysis, report writing, communication skills. Req min 4 years previous JTPA exp, excel computers skills in word perfect, Lotus, and Foxpro. With resume, send copy of report of last monitoring conducted and prof references. Send to Walt Coleman WPIC 506 S. Pine Ave Ocala, FL 34474, 904 732-1773. Closes 2/15/95. Anticipate hire 2/27/95. EL salary \$22,000 - higher dep on qualif. An EOE Emp/Prog. Aux Aids & Svcs Avail upon Req.

SOCIAL SERVICES DIRECTOR — MCLEOD COUNTY, MINN.: McLeod County, MN, population 32,500, is currently accepting applications for the position of Social Services Director. The Director provides overall planning, direction, administration, and coordination of the Social Services Department under the administrative supervision of the County Administrator. The position is responsible for

agency planning, policy development, budgeting, coordination, and evaluation as well as coordination of communications with State offices, the County Board and Social Services Committee, the County Administrator, and the general public. Minimum qualifications include: Bachelor's degree in social work, psychology, sociology, or related field and five years of professional experience in a Social Services agency involving supervision of income maintenance and/or social services programs or fiscal operations. A master's degree in social work, public administration, or related field may be substituted for one year of supervisory experience or two years of the professional experience requirement. The selected candidate must be Minnesota Merit System eligible. A class C driver's license is required. Starting salary range: \$43,992 to \$46,675 DOQ. Copies of job descriptions may be requested from the McLeod County Administrator's office, 83011th Street East, Glencoe, MN 55336; 612-864-1363. Application deadline is January 31, 1995. McLeod County is an AA/EEO/ADA Compliance Employer.

Job Market - Classified Rate Schedule
Rates: \$5 per line.
 (You can figure the approximate cost of an ad by counting the number of characters, including spaces and punctuation marks, in your copy. One line consists of approximately 38 characters. Divide 38 into the number of characters in your ad. The resulting figure will give you the approximate number of lines. Multiply that figure by 5 to figure your approximate cost.)
Display Classified: \$30 per column inch.
Billing: Invoices will be sent after publication.
Mail advertising copy to: Job Market, *County News*, 440 First St., N.W., Washington, DC 20001.
FAX advertising copy to: Job Market, *County News*, 202/393-2630.
 Be sure to include billing information along with copy.
For more information, call *County News*, National Association of Counties, 202/942-4256.

The Alger-Marquette Community Mental Health Board, Marquette, Michigan, is seeking proposals from qualified firms for review and update of its current job classification, compensation, and benefit system. For more information, or a copy of the proposal specifications, please call Douglas C. Morton, COO, 906/225-7207.

Assistant Manager Telecommunications Department Orange County Government, Fla.
 We are currently seeking candidates for this exciting, highly responsible position within the Telecommunications Department which includes planning and implementation of telecommunications resources, directing and organizing order tracking, systems design, systems implementation, inventory control, capacity planning, recruitment and training. We require a Bachelor's Degree and five years of progressively responsible experience in the telecommunications field to include design, project management, and the day-to-day operations management of telecommunications systems and staff. Experience in multilocation PBX, data communications network, and radio technology preferred. Starting salary range \$45,011 to \$55,000 annually. Veteran's Preference does not apply to this position. Qualified applicants should apply with resumes and proof of education (copy of diploma or transcript) by 2 pm, February 17, 1995 to: **Orange County Government, Human Resources Department, 201 South Rosalind Avenue, Orlando, FL 32801, Position #: 94-2499. EEO/M/F/H. Women and minority candidates are encouraged to apply.**

Notices . . . notices . . . notices

CONFERENCES
■ The Association of Technology Business Councils will offer a two-day continuing education course for economic development professionals, Feb. 8-9 in Washington, D.C. The course will help participants better understand the locational and business needs of technology and knowledge-based business. The cost is \$595. For more information, contact: Douglas R. King, president, 8000 Towers Crescent Drive, Suite 1350, Vienna, VA 22182, phone: 703/848-2822, fax: 703/848-2394.
■ "Take Action for Housing Justice" is the theme of the 1995 National Low Income Housing Coalition Conference, Feb. 25-27 in Washington D.C. The topics will include "Housing 101," "It's Time for Housing Justice," and "Organizing and the Housing Justice Campaign!" The cost is \$175 for members and \$300 for non-members.

For information, contact: Frances Williams, National Low Income Housing Coalition, 1012 14th St., N.W., Suite 1200, Washington, DC 20005, phone: 202/662-1530.
■ The National Children's Advocacy Center and the National Resource Center on Child Sexual Abuse will host the Eleventh National Symposium on Child Sexual Abuse, Feb. 28-March 4 in Huntsville, Ala. The symposium will focus on providing up-to-date training for professionals and volunteers working in the field of child sexual abuse. For more information, contact: the National Children's Advocacy Center, 106 Lincoln St., Huntsville, AL 35801, phone: 205/533-6129.
■ "Empowering Youth: Our Key to the Future" is the theme for the Eighth National Youth Crime Prevention Conference, March 1-4 in Miami, Fla. The conference will focus on the part youth can play in reducing

crime. It will also emphasize programs developed and/or run by young people (or jointly by young people and adults) in the community. For more information, contact: National Crime Prevention Council (Attn: Youth Conference), 1700 K St., N.W., Second Floor, Washington, DC 20006-3817, phone: 202/296-6272.
■ The Soil and Water Conservation Society (SWCS) will sponsor a two-day forum on non-point-source water pollution control on Jan. 27 and the future of wildlife habitats on Feb. 10 in Washington, D.C. The forums will be followed by a two-day conference, March 9-10 in Washington, D.C., on what new agricultural conservation policies and programs might be incorporated into the 1995 farm bill. For more information, contact: SWCS, 7515 Northeast Ankeny Road, Ankeny, IA 50021, phone: 515/289-2331 or 1/800/THE SOIL.

Return completed form to:
 NACo
 Conference Registration Center
 P.O. Box 26307
 Akron, OH 44319

Washington Hilton & Towers
 Washington, D.C.
 March 3-7, 1995

1995 Legislative Conference

CONFERENCE REGISTRATION POSTMARK DEADLINE - FEBRUARY 3, 1995

Please type or print clearly all applicable information requested below. Information following asterisks (*) will appear on the conference badge. Please make a copy of this form for your records.

*Name _____ *Name _____ Mr/Mrs/Ms _____
(Last) (First)

*Title _____ *County _____

Address _____

City _____ *State _____ Zip _____ *Nickname _____

Telephone (____) _____ Fax (____) _____

(PLEASE INCLUDE FAX NUMBER TO RECEIVE CONFIRMATION)

REGISTRATION FEES: Check box that applies	Earlybird postmarked by 1/20	Advance postmarked after 1/20 & ON-SITE
Member county attendee	<input type="checkbox"/> \$275	<input type="checkbox"/> \$325
Non-member county attendee	<input type="checkbox"/> 325	<input type="checkbox"/> 375
Other government attendee	<input type="checkbox"/> 300	<input type="checkbox"/> 350
Other private sector	<input type="checkbox"/> 350	<input type="checkbox"/> 400
Spouse	<input type="checkbox"/> 50	<input type="checkbox"/> 75
Youth	<input type="checkbox"/> 30	<input type="checkbox"/> 50

AFFILIATE INFORMATION - Check box that applies

<input type="checkbox"/> NACRC	<input type="checkbox"/> NACCA	<input type="checkbox"/> NCECE	<input type="checkbox"/> NACHF
<input type="checkbox"/> NACP	<input type="checkbox"/> NACTFO	<input type="checkbox"/> NACE	<input type="checkbox"/> WIR
<input type="checkbox"/> NACHO	<input type="checkbox"/> WON	<input type="checkbox"/> NACTEP	<input type="checkbox"/> NCCAE
<input type="checkbox"/> NACA	<input type="checkbox"/> NACHSA	<input type="checkbox"/> NABCO	<input type="checkbox"/> NACAP
<input type="checkbox"/> NACITA	<input type="checkbox"/> NACCED	<input type="checkbox"/> NACIO	<input type="checkbox"/> ICMA
<input type="checkbox"/> NACPRO	<input type="checkbox"/> NACIRO	<input type="checkbox"/> NACS	<input type="checkbox"/> NACMF

POLITICAL AFFILIATION

Republican Democrat Independent

TOTAL \$ _____ \$ _____

Spouse Full Name _____ Youth Full Name(s) _____

PAYMENT METHOD: Select one CHECK VISA/MASTERCARD P.O. or VOUCHER MONEY ORDER

CREDIT CARD INFORMATION: Select one VISA MasterCard

Card Number: _____ Exp Date: _____

Cardholder's Name: _____ Signature: _____

PAYMENT POLICY - Conference registration fee **MUST** accompany this form and must be received before a registration can be processed. Send a check voucher, county purchase order, or money order payable to the National Association of Counties. Purchase order only will hold registration. Purchase order must be paid before conference badge will be issued.

CANCELLATION POLICY - Refund of conference registration fee, less an administrative fee of \$50 (or 1/2 of spouse/youth fee), will be made if written notice of conference registration cancellation is postmarked no later than **February 3, 1995**. Cancellation requests postmarked **February 3** or later will be subject to an administrative fee equal to one-half of the registration fee.

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER **FEB. 3, 1995** WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK.

HOTEL RESERVATION

HOUSING REGISTRATION - Housing reservations must be made by completing this form.

Room Reservation Name _____ Arrival Date ____/____/____

Roommate Name _____ Departure Date ____/____/____

Do you have a special housing request? Suites? _____

Please describe any special disability or handicap needs? _____

PLEASE CHECK YOUR DESIRED HOTEL

Indicate first choice with 1. Then number other choices from 2 to 6 in the order of preference. If first choice is unavailable, reservation will be made at the next available hotel according to ranking. Each reservation requires a one-night's deposit.

HOTEL	SGL	DBL	HOTEL	SGL	DBL
- Hilton (Hdq) Standard	\$109	\$129	- Washington Sofitel	\$125	\$145
- Hilton - Moderate	129	149	- Courtyard Marriott	110	110
- Hilton - Deluxe	149	159	- Ritz Carlton	146	146

PLEASE NOTE: The Hilton will make every effort to place those requesting or receiving a higher rate in a higher room category (larger room size).

Office Use Only

Date Rec'd. _____

Check No. _____

Amt. of check _____

Total _____

Date entered _____

Entered by _____

Please check one of the following: _____ 1 person, 1 bed _____ 2 persons, 1 bed _____ 2 persons, 2 beds

HOUSING DEPOSIT - Your room reservation can be guaranteed by either of the following methods:

1. Complete Credit Card Authorization below. This is fast and easy; your room will be reserved and guaranteed.
2. Send no payment now. We will reserve your room and send you an acknowledgement of your room reservation that will instruct you to pay the hotel directly in order to guarantee your room. Your room will not be guaranteed until the hotel receives your payment.

NOTE: The NACo Conference Registration Center will send you an acknowledgement within two weeks of receipt of this form. The hotel will also send you an acknowledgement after credit card is confirmed or payment is received. Do not send payments for hotel reservations to NACo Registration; send them to the hotel indicated on your acknowledgement.

CREDIT CARD AUTHORIZATION MasterCard Visa American Express

Card Number _____ Exp. Date ____/____/____

Cardholder's Name _____

The NACo Housing Center is authorized to use the above card to guarantee my hotel reservation. I understand that one night's room charge will be billed through this card if I fail to pay for my assigned housing at the confirmed date, or if I depart earlier than I have confirmed, unless I have canceled my reservation with the hotel at least 48 hours in advance.