

## This Week

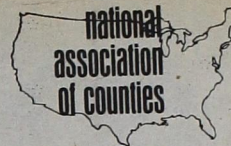
- State execs attend workshop, page 2.
- Action plan for county functions, page 3.
- Counties set for public works grants, page 6.

Vol. 9, No. 1

# County News

Our Prayer: "The Wisdom to Know and the Courage to Defend the Public Interest."

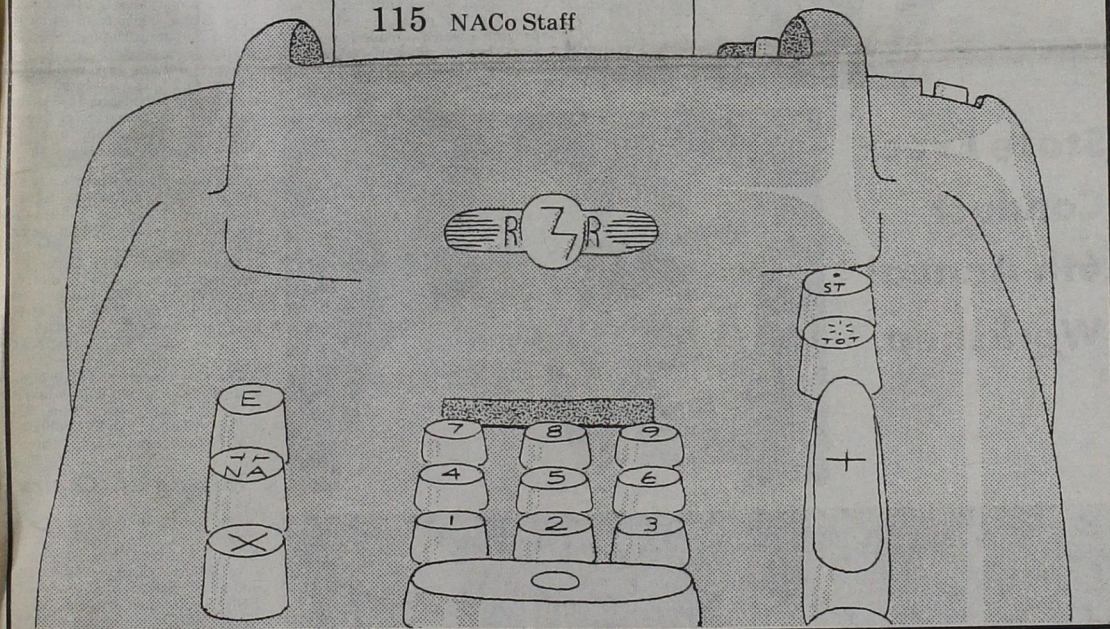
Jan. 3, 1977



Washington, D.C.

## NACo Is ...

- 1528 Member Counties
- 7611 Elected County Governing Board Members
- 64 Elected County Executives
- 91 National Board Members
- 492 Steering Committee Members
- 7300 Affiliate Members
- 52 State Associations
- 115 NACo Staff



**It all adds up to success for 1977. Happy New Year!**

## Policies for Air, Water Updated

WASHINGTON, D.C.—Planning agencies have often been faced with problems of inconsistent air and water quality plans. A recent Environmental Protection Agency (EPA) policy memorandum updates policy on the coordination of air and water programs by allowing many air quality management activities to be funded by Section 208 areawide water quality management grants (Federal Water Pollution Control Act of 1972).

Any air quality effort directly related to the purposes of water quality management will now be eligible for funding. Activities

related exclusively to air quality are ineligible.

EPA emphasizes that consistent projections of population increase, economic growth, and land use should be used for both programs. Plans should also evaluate alternative strategies to determine the effects of pollution abatement in one medium upon the other. EPA will not approve either air or water plans if different projections are used, or if pollution standards in either medium would be violated. The funding plan allows many conflicts to be resolved at the local level, and at an early stage in the process.

Some air quality management ac-

tivities now eligible for Section 208 funds are:

- Development of common data bases;
- Planning common public participation programs;
- Measures that will achieve objectives of both programs;
- Statutes or administrative procedures relating air, water and land use;
- Assessments of air quality resulting from developments to be served by wastewater treatment facilities;
- Strategies for abating air pollution from water quality management plans.

## PUBLIC WORKS

# 1,990 Projects Chosen

WASHINGTON, D.C.—The Economic Development Administration (EDA) has announced that 1,990 projects have been selected for approval for grants under the new Public Works Employment Act of 1976. Title I of the act provides \$2 billion in 100 per cent public works funding.

EDA received more than 25,000 applications for over \$20 billion from Oct. 26 through Dec. 3. The awards to the 1,990 applications total just under the appropriated \$2 billion.

Communities appearing on the list must now await official notification from EDA. The agency will be mailing the acceptances between Dec. 26 and Feb. 7. The appropriate EDA regional office will then contact each applicant to inform them of additional information and answer any questions. The regional offices will also contact those communities periodically to review progress on the project.

The following are key points for communities participating in the program:

- Construction must begin within 90 days of the official notification. This point is extremely important, for failure to meet this deadline may result in forfeiture of the grant.
- For those communities where winter weather conditions limit construction, EDA will interpret "on site" construction liberally: some work on delivery of material within 90 days will be sufficient, with full fledged construction starting when weather permits.
- EDA regional offices will be contacting communities receiving grants to provide them with detailed instructions.
- There is no time limit on when the project must be completed.

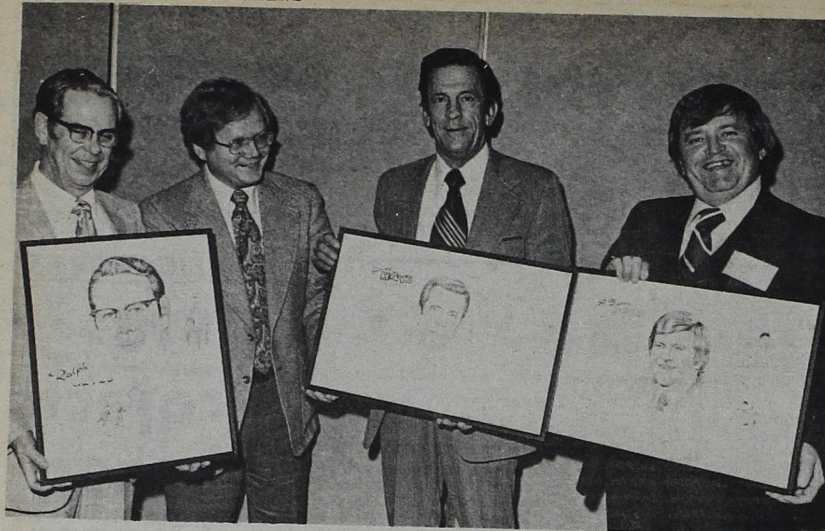
NACo will continue its public works desk to provide counties with the latest information and procedures on EDA requirements for public works projects. The public works desk will be staffed by Elliott Alman and Michelle Cunningham at (202) 785-9577.

A list of those counties scheduled to receive public works grants appears on page 6. Additional counties may be receiving grants as some program sponsors become impossible to identify.

## NACo to Host Open House

Dan Lynch, NACo president, extends an invitation to all county officials coming to Washington for the Inauguration to attend an informal open house at NACo Headquarters Wednesday, Jan. 19, 1977 from 5 to 7 p.m.





State association executives recently completed a workshop centered around the theme of building the capacity of state associations through more complete use of available resources.

The executives and their staff members met Dec. 14-16 at the Hyatt Regency in Washington, D.C., for the Sixth Annual Workshop of the National Council of County Association Executives (NCCAE).

NCCAE officers were honored with framed, illustrated biographies (top photo). Receiving the awards were, left, Secretary Ralph Keyes, formerly executive director of the Association of Minnesota Counties; second from right, President James T. Hays, executive director of the Police Jury Association of Louisiana; and right, First Vice President A. Barry McGuire, executive director of the Michigan Association of Counties. Also shown is Rod Kendig, NACo's director of administration and finance and NCCAE liaison.

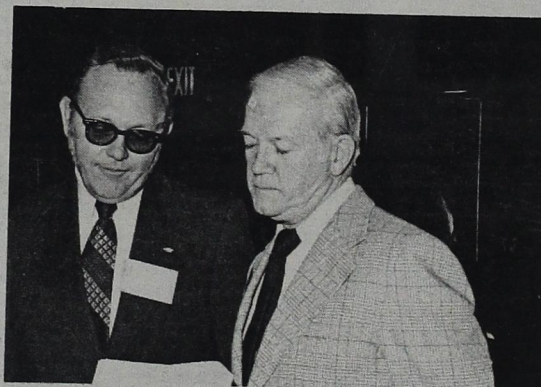
During the workshop, executives had a chance to share experiences (right top). Gerald Stromer, left, executive director of the Nebraska Association of County Officials, visits with E.R. "Eddie" Hafner, executive director of the State Association of County Commissioners of Florida. Stromer takes office Jan. 1, while Hafner took office in 1958. Hafner was the first NCCAE president. At right, Fred Allen, executive director of the Kansas Association of Counties since 1975, reviews the workshop program with John T. Morrissey Sr., CAE, executive director and general counsel of the North Carolina Association of County Commissioners since 1965.

NCCAE's only woman member and foreign member is Caroline Ion, executive director of the Association of Counties and Regions (bottom right). Shown with Ion are, from left, Jack Minnich, executive director of the Pennsylvania State Association of County Commissioners; Herb Smith, executive director of the New York State Association of Counties and Jack Tanner, executive director of the Utah Association of Counties.

Also attending the workshop were: Dean Huntsman, executive director of the Idaho Association of Counties; Shirl K. Evans Jr., executive director of the Association of Indiana Counties Inc.; Joseph J. Murnane, executive director, and David B. Sturtevant, assistant executive director, Maryland Association of Counties Inc.; Philip Larragoite, executive director of the New Mexico Association of Counties; Gene Elkins, executive director of the West Virginia Association of County Officials; Jack Merelman, Washington representative for the County Supervisors Association of California; and Juanita Donehue, assistant executive director, and Sue Marsch, director of member services, Missouri Association of Counties.



## State Execs Conduct 6th Annual Workshop



## NACo TASK FORCE

# Federal Take Over of Medicaid Asked

WASHINGTON, D.C.—The NACo Medicaid Task Force met here recently to develop an interim position on Medicaid reform. Most observers predict that some form of Medicaid reform will be enacted by next summer. The task force has been working on a NACo position since last September.

Counties are concerned over skyrocketing Medicaid costs. Both Medicare and Medicaid costs are expected to double in the next five years. Federal spending alone is expected to grow 20 to 40 per cent by 1982. The federal share of Medicaid in fiscal '78 is estimated at \$12 billion, an increase of \$1.5 billion over 1977. The states and counties are forced to finance another \$10 billion themselves.

Because of the rapid escalation in costs, counties are allocating an increasingly large proportion of the property tax dollar to health. As a result, basic non-health programs are being cut.

The NACo Medicaid Task Force, chaired by Supervisor Jack Walsh, San Diego County, Calif., addressed these problems and concluded that counties cannot control costs alone. They also usually pay for those persons not insured by federal and private programs. Therefore, the NACo Medicaid Task Force called for the federalization of Medicaid. This position is based upon these observations:

- Medicaid plans vary from state to state; thus, the medically indigent residing in one state are commonly denied services available to those in other states;

- Counties must fill gaps in services to the poor; thus, Medicaid programs which provide fewer services place a greater workload on county health agencies and

hospitals; and,

- Those states which require county support in Medicaid funding increase the burden on the major source of county revenue, the local property tax.

The task force called for federalization on an incremental basis over the next three years, with federal financial participation being 75 per cent for mandated services in the first year, 85 per cent in the second and 100 per cent in the third.

As a major interim target, however, the federal government should assume full financial responsibility for all Medicaid costs of the disabled, blind, and persons over age 65, who are eligible for Medicaid.

This position will be forwarded to both the Health and Education Policy Steering Committee and Welfare and Social Services Policy Steering Committee for their input and approval.

—Michael Gemmell

## Title VI Funds Are Distributed

WASHINGTON, D.C.—The Department of Labor has announced the distribution of the formula allocation for public service jobs under Title VI (P.L. 94-444) of the Comprehensive Employment and Training Act (CETA). The continuing resolution (P.L. 94-473) made \$1.38 billion available to carry the Title VI program through Sept. 30, 1977.

These dollars are divided as follows: \$1.2 billion allocated by formula to prime sponsors; \$135 million reserved as the Secretary of Labor's discretionary portion; and \$27 million reserved for American Indians.

The Labor Department must still allocate \$2.76 million in formula funds and \$17.2 million in discretionary funds. As required in section 202(c) of the amended law (P.L. 94-444), the Secretary of Labor published an explanation of the distribution of discretionary funds in the Federal Register on Dec. 21. If you have not received your Title VI allocation, please call the NACo manpower staff.

The Department of Labor is also still withholding \$80 million of Title II discretionary funds. Thus, \$100 million of Titles II and VI public service job funds remains unallocated.

## Mixing Up 'Chairs'

Our previous issue of *County News* cited Westchester County, N.Y., Executive Alfred Del Bello in several NACo capacities, some right and some misleading. Correctly, Del Bello is: chairman of the Urban Affairs Committee (of course, that makes him a member as well). Del Bello and Baltimore County Executive Theodore Venetoulis are co-chairmen of the Urban Counties Executive Conference. Apologies to both chairmen.

## COUNTY NEWS

EDITOR: Bernard Hillenbrand  
COPY EDITOR: Chris Gresock  
GRAPHICS: Michael Breeding, Robert Curry, Mary Duncan, Robert Redding  
PHOTOGRAPHER: Lee LaPrell  
CIRCULATION MGR.: G. Marie Reid  
Published weekly except during Christmas week and the first week of July by:  
National Association of Counties  
1735 New York Avenue, N.W.  
Washington, D.C. 20006  
202/785-9577

Entered as second class mailing at Washington, D.C. and additional offices. Mail subscription is \$15 per year for non-members, \$7.50 per year for county personnel in member counties. Send payment with orders to above address. While utmost care is used, County News cannot be responsible for unsolicited manuscripts.



# Action Plan for County Functions



Symposium on Future of County Government

Fourth in a series

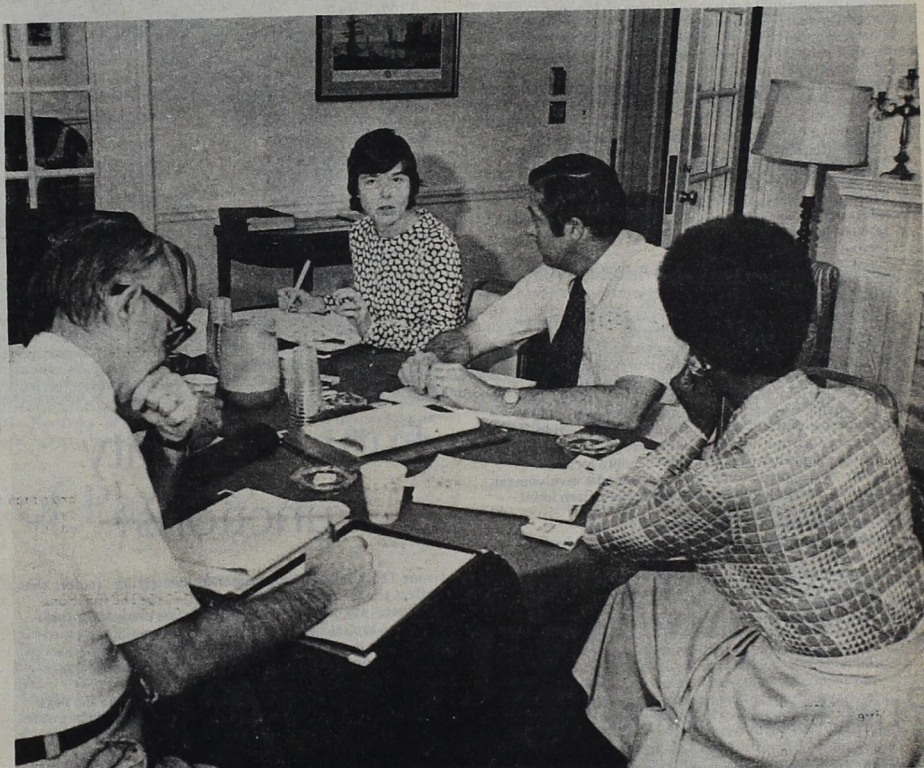
Participants assigned to the functional role of the county at the Symposium on the Future of County Government quickly discovered that their topic area was a most difficult one to discuss. Because of the wide range of services provided by today's counties and the divergent backgrounds of symposium participants, the functions groups chose to answer their questions in varying ways.

The five groups chose to discuss the function role question from the following five viewpoints: what are the factors for determining functions? practical methods for assigning functions; future county functions; public and intergovernmental forces affecting functions; and the best way of determining functions. This supplement reflects the five groups' varying approaches to discussing the topic.

The symposium, held in Boston in September, brought together federal, state, county, and city officials, as well as academicians and leading private citizens to develop objectives for county government in the next 10 years. This supplement is the fourth of a five-part series reporting the results of the symposium. All symposium materials will be packaged for broader distribution early in 1977. The fifth and final supplement will appear in the Jan. 17 *County News*.

Bruce Talley analyzed and summarized the objectives for this supplement; Antoinette Williams summarized the papers and criticisms.

—John P. Thomas  
Director, New County Center



**DISCUSSING FUNCTIONS**—Robert C. Crawford of the National Science Foundation, Washington, D.C., left, discusses what functions counties should be performing. Rosemary Ahmann, Olmstead County, Minn. commissioner, center, leads the group discussion with Richard Watson, executive director, County Supervisors' Association of California, and NACo staff member Ann Simpson, participating.

## Defining the Problem

The functional responsibility of county government has been an area of concern by public and private sectors for many years. Currently, the county's role is that of performing state-mandated services, urban demand-generated services and city-abdicated services. The county is a direct service provider as well as, for physical and technical reasons, an area wide problem solver. These two distinct roles require an examination of the shifting and assigning of service delivery responsibility.

Symposium participants who dealt with the area of county functional roles were asked initially to develop their ideas and direct their remarks to the general questions of:

- By what criteria should county officials determine which functions their government will perform and at what qualitative level?
- What should be the determining factors as to whether a function is performed by the county or another level of government?
- How should the county involve the public and/or media in the determination of functional role?

The study of functional assignment is one of the most active political focuses of the day. The emergence of "regional" entities; councils of governments; umbrella multi-jurisdictional agencies; coupled with past proliferation of public authorities and special service districts, indicates that the assignment of and agreement with functional responsibility is not an exact science.

With such a history, it becomes apparent that the way to start discussing functional roles is to narrow the area of discussion to adequately address the problem. This narrowing begins with asking the "right" question. In this regard, the five groups designated to discuss the county's functional role synthesized into a single question the three posed, or developed a question or questions better suited to their

individual orientation.

The groups' questions and discussion/objectives will be presented individually in the following summary. An attempt will be made to synthesize and cross reference those overlapping concerns where possible.

General remarks as to the Functional Role of County Government can be made upon review of the various objectives put forth, although each group addressed different questions.

It was generally felt that counties should be empowered to determine the functional responsibilities they are to perform through the realization of home rule authority. However, the groups recognized that there will be functional responsibilities which counties will be mandated or required to assume either through state law or social, environmental or fiscal pressures.

Where the decision to undertake a functional responsibility is in the hands of the county official, it was perceived that the elected official is responsible for assessing the need and priority of the service, ensuring adequate citizen input, and assessing budget impact and available resources. A wide range of methods and management techniques were suggested to determine the assumption of a functional undertaking.

The Functional Role groups each realized that the question of the proper assignment of services to local governments is a very difficult topic to address. Each group developed their own question with the intent of narrowing their area of discussion. In so doing, each of the five groups asked different questions and therefore overall discussion comments and objectives were varied. Their discussion of the forces, factors and methods oriented to "should" counties or "can" counties has given us a in-depth picture of the many considerations involved in functional role definition.

## Introduction



## Determining Functions

Group I responded to the following questions:

- What factors should determine those services counties should provide?
- What criteria (mechanism) should be used to determine those functions counties should undertake and at what quantitative level?
- How should the county involve the public in determining the county's functional role?
- How should the media be involved in determining county functions?

From these questions, a consensus seemed to develop around a central statement: "Counties should have the option to provide badly needed services and should not have functional responsibility mandated where no funding mechanism or source is provided."

As for responses to the specific questions, Group I felt factors that should determine those services counties should provide and at what quantitative level are:

- A situation where service problems transcend municipal boundaries.
- Absence of a needed service.
- Relation of functions to county revenue sources.
- Legal authority.
- Personnel capacity and the establishment of performance criteria for sub-county units.
- Structure of county government (i.e., methods of representation, presence or lack of full time elected officials).
- Limited geographical need within the county.
- Economy of scale.
- Existing functional responsibility in relation to the county's sub-units.
- Amount of applied public pressure.
- Citizen support for the qualitative level of the service.
- Private sector and home rule concerns.

The question relating to public involvement in determining the county's functional role generated more process-oriented objectives to ensure input into the policy decision. These objectives called for citizen input through forums (committee hearings, use of issue oriented organizations, scheduling of county board meetings at more convenient times, advisory committees); education (use of newsletters, public relations consultants, outreach programs); and the more formal referendum. In response to the question of media involvement, the media was seen as a vehicle to achieve the citizen input objective of the preceding question.

In the final remarks, Group I felt that:

- The future functions of county government should be people-oriented.
- Counties should have full legislative power (home rule).
- Counties should have broader and more flexible revenue-producing authority.
- Counties should be recognized as a direct provider of services.

## Practical Methods

Group II posed the question: "By what methods can county officials determine which functions their government should perform and at what qualitative level?" Although the question seems similar to the first suggested conference question, the substitution of "can" for "should" suggests that the group has concentrated on practical and available methods that can be employed by county officials in their decision making process. The objectives indicate a positive procedural direction.

### Objectives

- Make specific overt decisions rather than drifting into or out of a function.
- Demand that the chief elected official take the initiative in establishing decision making process.
- Analyze broad implications, costs, etc., of existing and proposed county functions.
- Start with cost-effective criteria but keep in mind social attitudes, political considerations, etc.
- Apply standards of economy, efficiency, and productivity.
- Develop an on-going, in-house evaluation capability to analyze existing and proposed functional roles.
- Use "sunset law" approach to conduct periodic review and evaluation.
- Determine if function can better be performed by private sector. In any case, invite private sector assistance.
- Define "home base" for each function, i.e., should it be administered at the state, regional, county or sub-county level.
- Inventory and analyze laws and regulations that mandate or permit county service delivery.
- Develop inventory of available resources (financial, manpower, expertise) at all levels that enable a county to perform a function.
- Separate needs from wants (essential from desired functions).
- Involve public, special interest groups and other levels of government in the process through an intergovernmental panel that is advisory and meets regularly under formal procedures.
- Evaluate priority of functions under consideration.
- Fit county priorities into regional, state and federal framework.
- Establish popular review procedures, i.e., public hearings, citizen participation, etc.



**CONTRIBUTING FACTORS**—Ivan H. Brinegar, executive director, Academy in the Public Service, Indianapolis, Ind., contributes his views on factors affecting county service delivery.

## Future County Functions

Group III directed its discussion at identifying "factors that will affect the future functions of counties and the functions themselves." Its orientation was more of an analysis of those forces that serve to impose functional responsibility on counties. Group III's remarks were more specific than the other groups in that the participants identified particular public programs and pressures.

In factor identification, the group felt that within the next decade Congress will decide on the administration of the public assistance program. The effect of a decision to shift all financing of Aid to Families with Dependent Children (AFDC) to the federal level will change the role of counties. Counties may be able to increase their role as social service providers because they will no longer have to contend with the doling out of money.

If the present imbalance of revenue continues between the local, state, and federal levels, with the federal level getting the greater share of revenue, counties will be left fiscally troubled. This will result in a number of possibilities:

- A transfer of functions to state and federal levels.
  - The federal level providing 100 per cent funding of some functions.
  - Increased technical assistance from state associations of counties.
  - Increase in non-property tax revenue sources by counties.
  - Increase in the quality of tax assessment procedures.
- The above results of revenue imbalance could also be caused by a number of other factors: the increased fiscal crunch resulting from continued high costs of materials and labor, and additional restrictions and mandates imposed by states.
- The abandonment of the railroads, particularly in rural areas and the resulting increase in heavy hauling trucks will cause an increase in the road maintenance function of counties. More road construction and reconstruction will be needed.
  - Future functions of individual counties will be based on specific county needs, in addition to functions prescribed by state or federal legislation. In other words, there will be a greater demand from residents within a county for certain functions.
  - Increased employee collective bargaining will result in counties developing programs to increase employee productivity, including modernization of personnel evaluation and methods to save labor costs.
  - The increased fiscal crunch of counties and cities also will necessitate the employment of economies of scale to a greater degree. This may, in fact, result in additional functions for counties. Included in the future functions could be: the need to manage growth; more "city" functions performed by counties (i.e., road maintenance, police, fire protection, emergency communications, mass transit, parks and recreation); more multi-county administration of functions (i.e., solid waste, mental health and retardation, and corrections facilities).
  - Increased energy crunch and environmental awareness are likely to result in: a shift from environmental control emphasis to environmental management, and more effective

transportation systems operated by counties (this includes both people and goods).

- National policy decisions in the future (as mentioned above relating to social policy) are certain to have a great effect on county functions in terms of adding functions and reducing county resources. For example, national health care insurance will probably be county administered. The role given to Councils of Governments should be planning and coordination only, and not operational. Counties should be given any additional operational functions.

- Population shifts in terms of age distribution will result in some changes in county services being offered. Increasing numbers of elderly persons will require more services to meet their special needs, i.e., special transportation services, nutrition programs, etc.

- Increased inaccessibility to privately owned housing will force increased county participation in providing housing.

## Forces Affecting Functions

Group IV's discussion was similar to Group III's. The group posed the question: "What are the major forces influencing the functions of local government?" Group IV's objectives overlapped with Group III's in identifying its first "forces" (listed below in priority of Group IV):

- Public demand for efficient, accessible, comprehensible government at all levels.
- Changes in the federal inter-governmental system, such as decentralization (designed to simplify and rationalize).
- Demands of special interest groups, such as: government employees unions; League of Women Voters; state municipal leagues; and elected county officials.
- National economy and its effect on tax revenues and priorities.
- "Ruralization" defined as the effects on rural America of the relocation of industry, reduced migration to cities and growing preferences of individuals for rural life.

## Ideal Methods

Group V directed its discussion to identifying "the most important factors in determining whether a county should undertake a particular function." However, it became apparent that a breakdown of factors which "are" most important and "should be" most important was necessary. In the following objectives list, the reader will note that some objectives appear in both categories. The group voted twice on all objectives presented and the five listed in the two categories below reflect the ranking of the objectives in each category.

### "Are" Factors

- Constituency desires and political acceptability.
- A choice among state or federal government or court mandates.
- Financial feasibility and long range budget implications.
- Necessity and urgency.
- "Pet" idea of elected official.

### "Should Be" Factors

- Necessity and urgency.
- Decision whether others have greater capability and logically should undertake the function.
- Financial feasibility and long range budget implications.
- Ability to deliver.
- Degree to which service is already being performed efficiently by other units of government.

## Summary

It is necessary to repeat the focus of the five groups to sort out any overlap or nuances in their discussions.

Group I basically wrestled with two areas:

- Identification of factors: criteria which should be considered in determining what functions at what quantitative level counties should provide.

- Identification of means the county should employ in assuring citizen involvement in determining the county's functional role.

Group II directed its discussion at practical limitations in determining the county's role. The orientation was directed at "what methods can (rather than should) county officials employ in determining..." The focus on methods rather than factors led the participants to process objectives for an evaluation of the county's role, rather than an identification of conditions set forth in Group I's objective.

Groups III and IV's primary focus was also directed at factors but in a different vein than Group I. Their review concentrated on factors which will influence or force functional responsibilities on counties. The groups believed that county officials' role in determining functional responsibilities was limited if not negated by these factors.

Group V also directed their discussion to an identification of "factors" similar to those of Group I. The separation of the two group objectives, however, was an acknowledgement to Group V's contention that there is a distinct difference between factors which "are" most important and those which "should be" most important. It is evident that the group attempted to take into account political considerations which (may) exist,





**ANALYZING ALTERNATIVE SERVICE DELIVERY SYSTEMS**—Jim Coke of Kent State University, Ohio, left, listens as Bernard Smith, chairman, Sioux County, Iowa Board of Supervisors, center, discusses county functions with P. Jerry Orrick, executive director, Oregon Association of Counties.

## Summary of Papers

### SUMMARY OF PAPER BY JOHN DEGROVE/CAROLYN LAWRENCE FLORIDA ATLANTIC UNIVERSITY

According to "Changing Patterns in County Government Service Delivery," the major development in future local government will be a continued strengthening of county government. The rising importance of counties is directly related to patterns of urban development throughout America. Trends toward county provision of modern services has accelerated to the point where there is not a single municipal-type service which some county is not rendering.

The article, based on a functional survey conducted by NACo and International City Management Association (ICMA), indicates that county governments have greatly expanded their service capabilities. Many counties are responsible for operating parks, libraries, airports, and hospitals. Public pressure for a greater range of social and economic services is being manifested in legal aid services, emergency financial assistance, food stamps, family social services (day care, homemaker, family counseling), child welfare, day care services for adults or children, and human resource planning services. Manpower services or job training programs are being conducted by more than half of American counties.

Generally, counties are delivering more services on a county-wide basis, say the authors. Funding for county government service delivery remains primarily derived from locally raised revenues. Food stamp programs, day care services, manpower programs, bikeways, public utility systems, irrigation, soil conservation, noise control, and public housing are exceptions to local funding. State and federal governments provide a large portion of funds for many of the more modern services. For the most part, fewer than 10 per cent of the counties receive funds for county services from private sources, or sources requiring fees, licenses, permits or contracts.

In looking at services provided by metropolitan and non-metropolitan counties, the authors maintain that a growing percentage are providing a greater number of "urban services." Most metropolitan counties and some non-metropolitan counties provide such services as: police patrol, criminal records, a central emergency number, general and special judicial jurisdictions, criminal prosecution and indigent defense, home health, mental retardation facilities, hospital care, family social services, public parking facilities, airports, solid waste disposal, conventional public housing, various types of cultural and recreational activities, community colleges, vocational and technical education, land records, vital statistics and libraries.

This vast diversification of services provided by both the rural and urban county also reflects the need to train county government officials for new and different roles.

### SUMMARY OF CRITICISM

There were several major criticisms of the Lawrence/DeGrove paper. Among these were the paper's lack of a clear focus on the future path of counties and its heavy reliance on data derived from the NACo-ICMA survey. Secondly, the paper did not realistically deal with pertinent issues such as whether or not counties should become involved in the areas of land management, coastal zone management, or intergovernmental relations.

DeGrove has previously stated that counties are strengthened by state mandating of services; this paper supports that premise. If states are to continue mandating services, it is essential for counties that the state also mandate the legal authority to match the responsibility for carrying out those services, as well as adequate funding sources to cover program costs. Some participants felt that the authors should have suggested a strategy for mandating services from the state level, as the transfer of functions between levels of government can be a most difficult process.

Most of the participants agreed that the paper was successful in combining historical perspectives, present trends and survey results in an effective presentation.

### SUMMARY OF PAPER BY DON PETERSON COLLEGE OF THE REDWOODS, CALIFORNIA

"The Functional Role of the County" predicts that the future of county government functions will continue to be determined by state and federal governments. The author states that the diverse services now performed by counties demonstrate functional changes that have taken place since counties began. Although counties remain significant units of local governments, there is considerable confusion and misunderstanding resulting from variations in the areas of county activity.

In the past, local government has existed to provide the public with direct response services; judgment of many counties has been on the basis of how prompt, efficient, and personalized they provide services. County governments created specialized departments to respond to certain types of service requests. State laws continue to constrain counties from moving to their legally constituted jurisdictional boundaries. The author states that local government is organized to provide direct services and not services that are area-wide. A need exists to modify the traditional role of a county and to share in the solution of problems extending beyond its own boundaries.

According to the article, three aspects may be included when describing the functional role of the county. They include

attempting to categorize the different functions that counties perform; attempting to describe futuristic roles counties may perform; and outlining constraints on counties in performing functions. Counties function in a number of different manners, consequently it is impossible to define a single functional role for counties and expect it to apply nationwide.

The author sub-categorizes the functional role of a county in five distinct areas. The first is the traditional state-mandated role played by the county. Second, through contracts with cities, special districts and other governmental units, the traditional roles of the county have been expanded geographically throughout the entire county into areas not previously served by county government or authorized under the original state grants of power. Third is the expanded role in human services. This category includes social welfare services, health, employment, and any number of personal services that are provided directly to individuals. A fourth category includes the field of environmental regulations; covering the area of land use, environmental health, sanitation, water quality, and air pollution. The final functional role of a county is that of a partner or regional problem solver. As problems extend beyond the geographical scope of a county, a joint effort on the part of several counties may include enlisting the cooperation of cities and special districts to solve regional problems.

These roles are dependent on the availability of funds and will affect the ability of counties to freely fulfill the described functions.

Peterson summarizes his article by stating that counties appear to be headed for increased dependence upon direct state and federal funding. This factor indicates a greater degree of compliance with non-county regulations.

### SUMMARY OF CRITICISM

The major criticism of this paper is a continued pessimistic view of county government remaining captive of the state. The paper did not give options or mechanisms for increasing county authority or capability, and should have considered some of the innovative ways counties can raise revenues and more effectively utilize resources. Peterson discusses the functional role of county government from the approach that county functions will expand, but there is no elaboration on what is likely to happen to the functional role of the county. There is also a lack of a clear cut analysis of what other levels of governments are doing.

### SUMMARY OF PAPER BY ROBERT SCHEERSCHMIDT, XEROX CORPORATION

"A Business View of the Future of County Services" reflects the importance of a cooperative relationship between business and aspects of county government. The author observes that a business should be able to provide several benefits to the county community; the future of county government is in its ability to utilize business to aid in problem solving. A business has the potential for providing a base of employment for citizens, it provides a base of support for county services through taxes and it is a source of well trained and highly motivated people who are encouraged to provide volunteer help for community projects, as well as technical assistance. Finally, industry has a potential of providing financial support to private, cultural, and educational activities in the community. When industry is located in a county it concerns itself with the vital services rendered to employees, such as education, housing, transportation, and public safety.

The relationship between Xerox Corporation and Monroe County, N.Y., has usually been harmonious. A formal program, "Social Service Leave," is designed to aid community projects by giving employees the opportunity to participate in programs such as child abuse prevention, legal aid services to the indigent and elderly, cancer counseling, and publishing a newspaper for handicapped people. Through its involvement with Monroe County, Xerox attempts to foster a close working relationship that could help solve issues of joint concern.

Scheerschmidt anticipates changes in future county government policies. Some of the key changes are in the work productivity of county employees, home rule, personnel policies, and administrative and legislative organization. County governments, due to basic transformations, will have to turn to alternatives that are designed to increase the number of units of services without increasing cost. He states that business is in a good position to assist in county programs because it has the capability of directly delivering products and services that increase productivity. Nonetheless, a county must be ready to undergo changes in the policy areas of home rule, boundary flexibility, personnel, and organizational arrangements. According to the author, policy recommendations surrounding these areas are crucial for continued future change.

### SUMMARY OF CRITICISM

The major criticism of this paper is that it serves to make industry look good and does not mention what powers counties have that be used to regulate industry. The paper also lacks political sensitivity to the ways counties operate in intergovernmental relations; nor does it concern itself with the problem of which level of government provides specific services. A constructive criticism is that Scheerschmidt deals with the reality of private sector and public sector marriage in the provision of better services.



# Counties Set for Grants



## Matter and Measure

It is time, once again, to begin thinking about nominations for the American Public Works Association's (APWA) Top 10 Public Works Men-of-the-Year program. As you know, the top 10 are selected annually as part of the National Public Works Week observance, during the week of May 22-28.

Persons submitting nominations need not be APWA members or persons associated with public works; individuals or groups may nominate as many candidates as they wish. Any non-elective official who is an employee of a federal, state, county or municipal government, and who is responsible for one or more of the following major subdivisions of a governmental agency is eligible for selection. The governmental units include: design, construction, maintenance and/or operation of a street or highway system, water supply (treatment or distribution system), sewage or refuse collection or disposal system, public buildings, drainage, or flood control facilities, airport, harbor or other types of public works installations.

The top 10 chosen will be those whose work reflects the highest standards of professional conduct for public works officials and whose achievements are noteworthy in relation to the manpower and financial resources available. The judging committee will take into consideration the different levels of government, size of jurisdiction, and the various areas of specialization within the public works field.

Deadline for nominations is Feb. 1. Forms are available from Marion Mosner at NACE. NACE members Herb Klossner, Hennepin County, Minn.; James Pott, Santa Clara County, Calif.; and Jean DeSpain, King County, Wash., have been among the top 10 in past years. Shouldn't NACE be represented again this year?



**ENGINEERS HONORED**—Pictured, from left, are: W.H. Jorgenrud; Wesley D. Smith, Hamilton County engineer who presented the awards on behalf of the Iowa County Engineers Association; and M.M. Doggett.

### IOWA ENGINEERING AWARDS

W.H. "Bill" Jorgenrud, Bremer County engineer, was named County Engineer of the Year by the Iowa County Engineers Association during its December meeting.

The award is based on five areas of achievement including technical accomplishments; promotion of the Iowa association and the county engineering profession; public relations; promotion of good engineering principles and design, construction and maintenance of the secondary roads system; and finally, improvement of relations and cooperation with the board of supervisors and other governmental agencies.

M.M. Doggett, Henry County engineer, was also honored by the association for 25 years of service to the county engineering profession.

## WHEN COUNTIES HELP THE ELDERLY, THEY HELP EVERYBODY

Find out at National Conferences on County Resource Development for Aging Citizens:

- What your county can do for the elderly,
- What other counties can do . . . and let others know what your county is doing.

## PLAN NOW TO ATTEND ONE OF THE CONFERENCES

Washington, D.C.  
Jan. 9-11, 1977

Kansas City, Mo.  
April 24-26, 1977

San Diego, Calif.  
June 8-10, 1977

If interested in attending any of these conferences contact Aging Program, (202) 785-9577.

### ALASKA

Hydaburg City School District \$1,322,000  
North Slope Borough 601,800  
City Borough of Juneau 179,000  
City Borough of Juneau 216,000

### ALABAMA

Wilcox County \$1,175,259  
Hale County Commission 1,075,600  
Dekalb County Bd. of Ed. 384,268  
Lawrence County Bd. of Ed. 3,000,000  
Callman County Bd. of Ed. 386,264  
Choctaw County Bd. of Ed. 295,473  
Monroe County 316,270  
Limestone County Bd. of Ed. 340,700  
Morgan County Bd. of Ed. 468,559

### AMERICAN SAMOA

Government of American Samoa \$3,923,000

### ARKANSAS

Desha County \$200,000  
Crittenden County 934,788  
Garland County 230,000

### ARIZONA

Maricopa County \$407,950  
Maricopa County 789,306

### CALIFORNIA

San Diego County \$1,100,000  
North Marin County Water District 1,070,000  
El Dorado County 353,272  
Nevada County Irrigation District 155,400  
Orchard Dale County Water District 1,340,026  
Stanislaus County 474,500  
Los Angeles County 2,434,000  
Los Angeles County 4,951,000  
Merced County 1,816,340  
Alameda County 2,200,000  
San Gabriel County Water District 301,350  
Tulare County Water District 608,760  
Alpine County 375,000  
Los Angeles County 850,000  
San Francisco City and County 3,212,000  
Stanislaus County 522,865  
Orange County 2,500,000  
Belmont County Water District 2,063,000  
Monterey County 936,422  
Coastella Valley County Water Dis. 3,469,181  
Coastella Valley County Water 343,000  
South Coast County 195,000  
Monterey County 384,064  
Monterey County 174,053  
Riverside County 124,755  
Los Angeles County 445,170  
Monterey County 76,650  
Napa County 975,000  
Costa Mesa County Water Dis. 931,500  
Inyo County 47,800  
San Francisco City and County 1,987,720  
County of Lake (Home Construction) 1,381,659

### COLORADO

Adams County Bd. of Comm. \$674,672  
Denver City and County 90,000  
Denver City and County 1,683,000  
Denver City and County 1,122,000  
Denver City and County 1,020,000

### FLORIDA

Dade County Bd. of Comm. \$3,319,930  
Dade County Bd. of Comm. 5,000,000  
Lee County Bd. of Comm. 4,877,000  
Orange County Bd. of Comm. 2,849,700  
Hillsborough County 239,606  
Broward Bd. of County Comm. 350,000  
Broward Bd. of County Comm. 2,500,000  
Hernando County Comm. 494,770  
Brevard County Bd. of Comm. 1,254,592  
Metropolitan Dade County 1,071,105  
Baker County Bd. of Comm. 147,000  
Baker County Bd. of Comm. 43,900  
Baker County Bd. of Comm. 210,900  
Clay County Bd. of Comm. 356,491  
Escambia County Florida 1,300,000  
Board of County Comm. 3,081,076  
Board of County Comm. 1,028,575  
Alachua County Bd. of Comm. 581,688  
Nassau County 1,250,000  
Dixie County Commission 280,000  
Alachua County Bd. of Comm. 1,363,940

### GEORGIA

Burke County Bd. of Comm. \$691,975  
Jenkins County 412,461  
Emanuel County Bd. of Comm. 415,429  
Gwinnett County 1,500,000  
Taylor County 588,447  
Clayton County 938,950  
Dawson County 840,900  
County Bd. of Pub. Ed. and Orph. 865,126  
Floyd County 2,229,500  
Paulding County Water Authority 1,931,070  
Houston County 1,373,570

### HAWAII

Hawaii County \$2,660,000  
Hawaii County 165,000  
Hawaii County 470,000  
Honolulu City and County 470,384  
Honolulu City and County 1,708,384  
Honolulu City and County 1,118,140  
Honolulu City and County 604,358  
Kauai County 771,742  
Kauai County 57,987  
Maui County 849,000  
Honolulu City and County 575,384

### IOWA

Polk County \$1,374,117

### IDAHO

Blaine County \$1,509,997  
Central Shoshone County Water 382,140  
Bonner County School District 850,000  
Bonneville County 869,880

### ILLINOIS

Marion County \$992,000

### INDIANA

Wayne County \$750,094  
Clark County 226,913  
Board of County Commissioners 396,507  
Board of County Commissioners 544,484

### KANSAS

Shawnee County \$654,649

### KENTUCKY

Lee County Fiscal Court \$1,250,000  
Clay County Fiscal Court 931,913  
Jefferson County Bd. of Ed. 1,750,000  
Jefferson County Bd. of Ed. 3,750,000  
Grayson County 685,000  
Harlan County Fiscal Court 1,384,086

### LOUISIANA

Natchitoches Parish Police Jury \$583,344  
Rapides Parish Drain District 570,676  
Bienville Parish Police Jury 525,000  
Calcasieu Parish Water Dis. #1 465,199  
Livingston Parish Police Jury 358,000  
Livingston Parish Police Jury 108,000  
Grant Parish Police Jury 538,845  
East Carroll Parish Police Jury 460,201  
West Carroll Parish Police Jury 518,900  
Jefferson Parish 779,960  
St. John Parish Police Jury 706,977

### MARYLAND

Garrett County Bd. of Comm. \$3,407,708  
Allegany County 1,170,750  
Washington County Bd. of Comm. 260,000  
Baltimore County Government 1,000,000  
Prince George's County 3,274,554

### MAINE

Aroostook County \$47,000  
Washington County Soil and Conser. 993,900  
Knox County Commissioner 571,012

### MICHIGAN

Ottawa County \$1,046,715  
Board of County Road Comm. 980,756  
Cass County Bd. of Comm. 872,000  
Kalamazoo County 4,180,730  
Kalamazoo County 1,996,800  
Kalamazoo County 1,276,800  
Kalamazoo County 200,000

### MISSOURI

St. Louis County Government \$791,700

### MISSISSIPPI

Coahoma County \$298,000  
Holmes County Bd. of Supervisors 376,902  
Alcorn County Bd. of Supervisors 215,000  
Quitman County 340,000  
Kemper County 32,537  
Noxubee County Bd. of Supervisors 250,000  
Wayne County Bd. of Supervisors 200,000

### MONTANA

Flathead County \$698,900  
Pondera County 376,000  
Deer Lodge County 510,940

### NORTH CAROLINA

Bladen County \$550,000  
Robeson County Bd. of Comm. 963,000  
Brunswick County Comm. 1,915,490  
Warren County 939,000  
Granville County 336,000  
Perquimans County 350,000  
Washington County 546,500  
Northampton County 822,450  
Wilson County 1,333,796  
Iredell County 981,035  
Graham County Bd. of Comm. 1,350,000  
County of Union 593,390  
Cumberland County 415,062  
Hyde County Bd. of County Comm. 2,082,786

### NEBRASKA

Douglas County \$899,062

### NEW JERSEY

Swedesboro Borough \$200,000  
Woodbine Borough 550,000  
Dumont Borough 534,000  
West Cape May Borough 1,429,164  
Roselle Borough 1,858,400  
Lincoln Park Borough 3,419,876  
Highlands Borough 765,219  
Oceanport Borough 411,016  
Eatontown Borough 434,067  
Union County 4,622,961  
Manville Borough 206,250  
Monmouth Beach Borough 1,041,222  
Butler Borough 2,033,010  
Manville Borough 906,000  
Victory Gardens Borough 480,000  
Chester Borough 458,026

### NEW MEXICO

Bernalillo County \$222,038  
Bernalillo County 33,176  
Bernalillo County 136,967

### NEVADA

Clark County \$4,153,700  
Clark County Housing Authority 232,600  
Lyon County 130,000  
Douglas County 1,058,500

### NEW YORK

Erie County \$262,633  
Erie County 120,940  
Erie County 306,947  
Wyoming County 420,217  
Wyoming County 4,969,238  
Westchester County 207,350  
Westchester County 167,370  
Office of Suffolk County Executive 605,000  
Herkimer County 1,082,305

Saratoga County 2,100,000  
Tioga County 312,000  
Schenectady County Bd. Reps. 570,000  
Broome County 1,888,348  
Monroe County 150,850  
Rensselaer County 3,572,800  
Rockland County 740,147  
Otsego County 247,640

### OHIO

Portage County Comm. \$189,300  
Portage County Comm. 206,600  
Portage County Comm. 3,347,496  
Scioto County 1,292,461  
Ashland County Comm. 4,671,250  
Scioto County 171,789  
Lawrence County 2,460,290  
Putnam County 672,800  
Board of Comm. Muskingum County 306,628

### OKLAHOMA

Okl. County Bd. of County Comm. \$1,400,000  
Adair County Bd. of County Comm. 243,300

### OREGON

Crook County \$946,815  
Deschutes County 3,176,360  
Gilliam County 143,825

### PENNSYLVANIA

Silverdale Borough \$632,000  
Luzerne County 1,035,100  
Renovo Borough 219,115  
Fountain Hill Borough 30,000  
Courtland Borough 525,000  
Upland Borough 3,751,860  
Sullivan County 737,220  
Centralia Borough 499,289  
Dickson City Borough 3,335,652  
Northumberland County 1,986,700  
Donora Borough 761,000  
Edinboro Borough 606,312  
Allegheny County 4,157,231  
Bridgeville Borough 225,000  
Midland Borough 66,285  
Bristol Borough W. & S. Auth. 1,376,000  
Southmont Borough 1,637,409  
Lehigh County 4,669,459  
Alliquippa Borough 851,250  
Glenfield Borough 427,181  
Chalfant Borough 194,959  
Pen Argyl Borough 385,371  
Sharpsburg Borough 365,000  
Mt. Pleasant Borough 1,060,135  
Springdale Borough 589,577  
Coraopolis Borough 542,149

### SOUTH CAROLINA

Sumter County \$854,285  
Jasper County School Dis. 799,677  
Barnwell County Council 396,000  
Bamberg County 167,294  
Darlington County Council 936,934  
Colleton County 565,175  
Beaufort County 398,570  
Dorchester County School 623,143  
Hampton County 221,129  
Marlboro County 318,200  
Lee County 409,820  
Clarendon County 761,963  
Lexington County 487,067  
Horry County 396,150

### SOUTH DAKOTA

Clark County \$142,001  
Jerauld County 1,536,188

Continued on page 8





**RECOGNIZED**—Kern County, Calif. Supervisor Vance Webb, third from left, immediate past president of NACO, and his administrative assistant, Oma Ryall, were honored at a recognition dinner in Taft. Among presentations made to the honorees was the Kern County Board of Trade's Distinguished Service Award by the board's immediate past president Robert C. Marshall, left, and board director A.B. (Tex) Newby. Webb's 24 years as a member of the Kern County Board of Supervisors comes to a close on Jan. 3.

## New Directions in Personnel

By MELVIN HARRIS  
Research Intern

Here's a brief summary of contemporary developments in public personnel and labor relations.

### RELIGIOUS DISCRIMINATION

The U.S. Supreme Court has announced that it was evenly divided, 4 to 4, on the constitutionality of Title VII of the Civil Rights Act. Specifically, Title VII requires employers to accommodate the religious beliefs and observances of employees or prospective employees, unless the employer can demonstrate that he is unable to reasonably accommodate such religious observances without undue hardship on the conduct of his business. How the justices voted was not announced, but the most recent appointee to the Court, Justice John Paul Stevens took no part in the case. The even division in the Court means that the 6th Circuit Court of Appeals' decision, which upheld the constitutionality of the law, will stand. [Parker Seal Co. vs. Cummins (U.S. S. Ct.), No. 75-478, 11-2-76].

### PERSONNEL SYSTEMS STUDY

The Privacy Protection Study Commission, set up under the Privacy Act of 1974, will study employment and personnel record systems, and make recommendations to the President and Congress about extending the requirements that cover federal agencies, state and local governments and the private sector. In its examination, the commission will seek to determine to what extent public and private employers adhere to the following fair information practice principles:

- The use of any personnel data system can't be kept secret.
- Individuals must be able to find out what information is kept in a record and how it's used.
- An individual must have recourse to keep personal information from being used in a manner for which it was not collected or intended.
- An individual must be able to collect or amend information about himself.
- Organizations using personal data must ensure the reliability of the data and take precautions to prevent misuse.

The commission will also be looking at how employers have formulated policies concerning the collection, maintenance, use, and disclosure of information in employment and personnel records.

### DISCRIMINATION SUIT

The U.S. Department of Justice has filed a civil suit against the city of Boston charging it with discrimination against black and Spanish surnamed persons in job opportunities. Action was taken against the public works department which employs about 1,164 persons, 39 of whom are black and four of Spanish origin. Of this number, only 2 per cent of the department's regular civil service jobs are held by minority group members.

The suit cited use of unvalidated tests, qualifications, and other selection procedures by the city in hiring, assignment, and promotion has had a disproportionately adverse impact on black and Spanish surnamed persons. These discriminatory practices violate the State and Local Fiscal Assistance Act of 1972, which prohibits discrimination by recipients of revenue sharing funds. It asked the court to order the city to establish a recruitment program for blacks and Spanish surnamed persons, to increase the hiring of qualified members of the minority groups, and to compensate victims of the alleged discriminatory practices.

### COLLECTIVE BARGAINING

The Colorado Supreme Court has released two important decisions concerning public employee organizations and their right to bargain. One of the cases arose when voters of Greeley approved an amendment to their city charter allowing city officials to bargain with the police union on wages and conditions of employment. Compulsory binding arbitration was also provided by the amendment for unresolved disputes. The city protested arguing that the amendment was unconstitutional. The Colorado Supreme Court ruled that a public employer could not be forced to arbitrate disputes over contract terms because, under the state constitution, authority to make collective bargaining decisions rests with elected representatives. The court noted, however, that the "principal intention of the charter amendment was to provide police officers with the tool of collective bargaining." Since the amendment did contain a specific severability clause, the invalid binding arbitration clause could be removed and the collective bargaining provision could be "given full legal effect" [Greeley Police Union vs. City Council of Greeley (S. Ct.) No. 26992, 8-23-76].

A second case involved a suit brought by the Littleton Education Association against the Arapahoe County School Board for using contracts inconsistent with the terms of the collective agreement. The board maintained that the master contract was illegal and unenforceable. The State Supreme Court declared that school boards have the authority to enter into bargaining agreements as long as the agreements do not conflict with existing laws. The contract was still found invalid, however, since negotiations were conducted in violation of the public meeting law [Littleton Education Association vs. Arapahoe County School District, N. 6 et al. (S. Ct.), No. 26963, 8-23-76].

In both decisions, the Court modified earlier interpretations of a 1962 case, *Fellows v. LaTsonica*, which had been interpreted as a bar to collective bargaining in Colorado.

### DUES CHECKOFF PENALTY

The United Federation of Teachers dues checkoff failure has been suspended by the Public Employment Relations Board (PERB) as a penalty for a five-day strike New York City teachers staged last year. The suspension was scheduled for up to two years. PERB stated it may restore the checkoff privilege after 14 months, on a probationary basis, if the union shows it will respect the Taylor law's ban on public employee strikes. The union will also be expected to abandon a policy of "no contract, no work" and give proof of "good faith" [Matter of UFT, Local 2, N.Y. State United Teachers, PERB, 10-13-76].

### SELECTION GUIDELINES

The American Society for Personnel Administration (ASPA) has announced a guidelines conference series on new and existing federal guidelines on employee selection procedures. The conference is designed to give personnel executives and specialists at all levels detailed policy guidance and understanding of the technical requirements. Some subject areas to be covered are:

- History of federal selection procedure guidelines;
- New guidelines vs. 1970 EEOC guidelines;
- Which guidelines to follow;
- Validation requirements;
- Guidelines and the courts.

The ASPA conference series will be in Washington, D.C. on Jan. 13-14, 27-28, or Feb. 3-4. The conference fee including instructional reference materials, and luncheon is \$195 for ASPA members and \$235 for non-members. For additional information contact: The American Society for Personnel Administration, 19 Church St., Bera, Ohio 44017.

## Alcoholism Services Topic of Meetings

### PARTNERSHIP URGED

LOUISVILLE, Ken.—The need for elected officials and service providers to form a partnership to fight alcoholism was emphasized at a recent meeting here.

"Constructive court diversion programs can save money and lives for both the community and those persons afflicted by the disease," said David Armstrong, commonwealth attorney for Jefferson County.

A special session on "Alcoholism Services: Boon or Burden to Local Government" was conducted at the Kentucky Alcohol Forum. Panel members included Judge William Bennett, Owensboro; Michael Townsend, state alcohol services supervisor, and Dr. Mary Fox, county health officer, Pike County.

Dr. Fox stated that a majority of those in county jails are there because of alcohol-related crimes. "It costs Pike County about \$125 per arrest and \$55 for each child in the juvenile detention center," she added.

At present, Pike County is initiating a drug and alcohol program within its juvenile center. Dr. Fox felt that all the health needs of the alcoholic must be met and that public health can play a part.

Townsend saw one role of the state alcoholism services branch as assisting local service providers in developing training programs for judges, lawyers and probation officers. Judge Bennett added that such training would lead to greater involvement of county officials.

"In Owensboro, a representative from the Green River Comprehensive Care Center helped me in case deter-

mination by evaluating individuals involved in alcohol-related crimes. This helps me take constructive corrective action," said the judge.

Moderating the session was Linda Hay, alcoholism specialist at NACO.

### 3-DAY SEMINAR

CLARKE COUNTY, Ga.—A mixture of 250 elected officials and community service providers participated in the second annual Georgia School of Alcohol and Drug Studies Nov. 21-24. The school was formed to help counteract the "serious, far-reaching effects" that alcohol and drug abuse have upon the people and economy of the state.

The three-day seminar, sponsored by the Georgia Department of Human Resources, Alcohol and Drug Section in cooperation with the University of Georgia Center for Continuing Education, had several objectives: to inform participants of existing systems of care for alcohol-abusers in Georgia; to understand the specific needs of minority groups; to facilitate teambuilding in substrate regions, and to link health workers and community advocacy groups.

The conference was attended by representatives from the criminal justice system, news media, education, public and private health-care system, and federal, state and local government.

Eight "regional consortia" meetings allowed local elected officials and service providers to exchange ideas on alcoholism and drug abuse treatment and to discuss community organization.

A representative from NACO also attended the school. For further information, contact Linda Hay, NACO's Alcoholism and Alcohol Abuse Program.

## Living Library

### Publications Seventh Edition

The Living Library is one of the most important services that NACO's New County, U.S.A. Center makes available. It provides instant capability to find specific answers to many of your questions and an opportunity to develop your own reference library.

This year, over 150 new publications have been added to the 7th edition, totaling approximately **700 case studies listed in four major categories:** County Organization and Political Leadership, Services, Administration, and Intergovernmental Relations.

Send \$1 to:

NACO Publications Desk  
1735 New York Ave., N.W.  
Washington, D.C. 20006

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_



# County Bulletin Board

## Coming Events

Please Clip and Save for Easy Reference to NACo Happenings

**January 9-11—Aging Conference,** Shoreham Americana, Washington, D.C.

**January 13—Delaware Association of Counties,** annual meeting, place to be announced. Joseph Toner, (302) 571-7520.

**January 23-24—Pennsylvania State Association of Counties,** platform conference, Host Inn, Harrisburg, Jack Minnich, (717) 232-7255.

**January 26-28—Western Region District Conference,** Harrah's, Reno, Nev. Jim Evans, (202) 785-9577.

**February 9-11—NACE Research Conference,** Hyatt Regency, Phoenix, Ariz.

**February-March—Police Jury Association of Louisiana,** Shreveport, annual meeting, date and place to be announced. James Hays, (504) 343-2835.

**February-March—West Virginia Association of County Officials,** annual meeting, Charleston, date and place to be announced. Gene Elkins, (304) 346-0592.

**March 20-23—Legislative Conference,** Hilton, Washington, D.C.

**March 30-April 1—Utah Association of Counties,** annual meeting, Salt Lake City, Jack Tanner, (801) 359-3332.

**April 24-26—Aging Conference,** Radisson Muehlebach, Kansas City, Mo.

**April 24-26—Association of County Commissioners of Georgia,** annual meeting, Hilton, Atlanta. Hill Healan, (404) 522-5022.

**May 1-4—NARC Conference,** San Antonio, Tex.

**May 5-7—New Mexico Association of Counties,** Holiday Inn, Las Cruces, annual meeting, Phillip Larragoite, (505) 983-2101.

**May 18-20—Labor Relations Conference,** Marc Plaza, Milwaukee, Wis. Gary Mann, (202) 785-9577.

**May 22-25—National Assembly on Jail Crisis,** Kansas City, Mo.

**May-June—New Jersey Association of Chosen Freeholders,** annual meeting, date and place to be announced. Jack Lamping, (609) 394-3467.

**June 7-9—Mississippi Association of Supervisors,** annual meeting, Sheraton, Biloxi. A.J. Foster, (601) 353-2741.

**June 8-10—Aging Conference,** Del Coronado, San Diego, Calif.

**June 12-15—Montana Association of Counties,** annual meeting, Outlaw Inn, Kalispell. Dean Zinnecker, (406) 442-5209.

**June 16-18—Association of County Commissioners of Alabama,** annual meeting, Mobile. O.H. Sharpless, (205) 263-7594.

**June 26-30—Pennsylvania State Association of County Commissioners,** annual meeting, Lancaster. Jack Minnich, (717) 232-7554.

**July 23-27—NACo Annual Conference,** Detroit, Mich. Rod Kendig, (202) 785-9577.

## Proposed Regs

The following proposed regulations are being analyzed by county officials and the NACo staff to determine their impact on counties. For copies, please write Jeannie Mosley at NACo.

**76-97 HEW "Upper Limits for Payments to Individual Practitioners—Medical Assistance Program—45 CFR Part 250."** The purpose of this reg is to implement that part of section 224 of P.L. 92-603 relating to payments for physicians' services, which limits increases in prevailing charges under state medical assistance programs; and to specify limits on payments for certain other practitioner's services. Copies are available.

**76-99 FHA "Federal-Aid Highway Program Manual Volume 8, Chapter 2, Section 2, Safer Off-System Roads Program."** The principal objective of the safer off-system roads program is to construct, reconstruct, or otherwise improve off-system roads and streets with special emphasis on projects that contribute significantly to the safety of the traveling public. Copies are available.

## Grants for Counties

Continued from page 6

### TENNESSEE

Fayette County	\$2,465,000
Carroll County	361,373
Haywood County	959,200
Claiborne County	897,000
DeCATUR County	650,000
Hardeman County	446,125
Morgan County	483,000

### TEXAS

Marion County	\$1,182,020
Real County	401,729
Starr County	1,213,500
Zapala County	417,000
El Paso County	298,712
Jim Hogg County Comm. Court	780,000
Kerr County	758,601
Jefferson County Fwd. 1	289,661
Brooks County	242,500

### VIRGINIA

Westmoreland County	\$2,585,606
Lancaster County Bd. of Sup.	787,500
Giles County School Board	628,362
Halifax County	5,000,000

### WASHINGTON

#### WASHINGTON

Clark County	\$1,898,118
King County	2,570,200
Port of Whitman County	951,045
Garfield County	833,812
Forest County Potawatomi	275,300

#### WEST VIRGINIA

Braxton County Bd. of Ed.	\$242,151
Clay County Commission	1,311,300
Taylor County Commission	253,320
Calhoun County	2,355,000
Upshur County Commission	750,000
Harrison County Comm.	358,200
Morgan County Commission	1,252,650
Ritchie County Comm.	164,000
Wetzel County Comm.	872,000

#### WYOMING

Teton County Commissioners	\$1,125,000
<b>TOTAL OF ALL LPW FUNDS</b>	<b>\$1,956,338,437</b>

## Job Opportunities

**Assistant Chief Administrative Officer,** San Diego County, Calif. Salary \$36,060 to \$43,836. Responsible for long-range systems level, socio-economic, capital facilities, land use, environmental and transportation planning. Staff of 100. Contact: Personnel Department, 1375 Pacific Highway, San Diego, Calif. 92101, (714) 236-3940.

**Commissioner of Transportation,** Broome County, N.Y. Salary \$20,882, negotiable with legislative approval. Administrative head of bus transit system and county airport. College degree preferred, three to five years experience required. Contact K.R. Meade Jr., personnel officer, Government Plaza, Binghamton, N.Y. 13902.

**Planning Director,** Trinity County, Calif. Salary \$14,450 per month. Responsible for planning the orderly development of all areas of the county; for enforcement of zoning, subdivision and land use laws and regulations. Requires five years experience in county planning and zoning, including supervisory experience. Contact John D. Larkin, Personnel Officer, P.O. Box AF, Weaverville, Calif. 96093, (916) 623-5121. Closing date Jan. 21.

**Finance Director,** Spartanburg County, S.C. Plan, organize and coordinate financial activities, including budget preparation and execution. Requires degree in finance or related field plus considerable experience in governmental finance and accounting. Apply to Personnel Department, Courthouse, Room 324, Magnolia St., Spartanburg, S.C.

**Director of County Police Computer Office,** Monmouth County, N.J. Salary \$18,500. Detailed familiarity with police functions and record keeping highly preferred; five years computer experience and bachelors degree or equivalent required. Resume to Joseph D. Barba, Coordinator of Criminal Justice, Courthouse, Freehold, N.J. 07728.

**County Planner,** Spotsylvania County, Va. Salary \$18,000-\$21,000. Thorough knowledge and experience in the comprehensive planning process necessary. Requires masters in planning or related field plus three years experience or bachelors degree plus five years experience. Contact R.A. Arbore, county administrator, Box 77, Spotsylvania, Va.



# 1977 NACo Western Region Conference

**January 26 - 27 - 28, 1977**  
**Washoe County (Reno), Nev.**  
**Featuring: Payments-in-Lieu Appropriations Rally**  
**Special sessions for newly elected county officials.**  
**Plus 30 county workshops on issues of importance to Western County officials.**

Conference Schedule Outline:

### Wednesday, January 26

Registration (Harrah's)	9 am - 6 pm
Steering Committees	10 am - 3 pm
Opening General Session	4 pm - 6 pm
WRD President's Reception	6 pm - 7 pm

### Thursday, January 27

Registration	9 am - 12 noon
County Workshops (12)	9 am - 12:30 pm
Luncheon Program	12:30 - 2 pm
County Workshops (6)	2 pm - 4 pm
WRD Bar-B-Q/Banquet	6 pm - 9 pm

### Friday, January 28

County Workshops (12)	9 am - 12 noon
Closing General Session	12 noon-1:30 pm

### Circle accommodations desired:

	Single	Double	Suite
El Dorado Hotel	\$24	\$28	*
Fitzgerald Hotel	\$28	\$31	*
Harrah's Hotel	\$29	\$32	*

\* Suites available as special request

Send to:  
**NACo Housing Bureau**

**Reno/Sparks Convention Authority**  
**Centennial Coliseum**  
**Post Office Box 837**  
**Reno, Nevada 89504**

Conference registration will be held at Harrah's Hotel. There is no advance registration.

Conference registration fees:

<b>\$75 NACo members</b>
<b>\$95 Non-members</b>
<b>\$20 Spouse</b>

Room reservations must include deposit equal to one night's lodging. Make checks payable to: **NACo Housing Bureau**

After Jan. 7, 1977 rooms will be assigned on a space available basis and convention rates will not apply at Harrah's.

DEPOSIT enclosed \$ \_\_\_\_\_

### Hotel Reservations

**1977 NACo Western Region Conference**  
**January 26-27**  
**Washoe County (Reno), Nevada**

Please print Name \_\_\_\_\_

County \_\_\_\_\_

Title \_\_\_\_\_

Arrival date \_\_\_\_\_

Time \_\_\_\_\_

Departure date \_\_\_\_\_

Time \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_

Additional occupants (names) \_\_\_\_\_