

# Energy Emphasis to Key WRD Conference

WASHINGTON, D.C.—A recent Harris poll indicated that 80 per cent of the American public currently describes our national energy shortage as "serious" and 40 per cent of those polled as "very serious." We are slipping into increased dependence on foreign oil just as we seem to have accepted increased energy demands as a way of life. Clearly the time is ripe for the development of a comprehensive approach to solving our energy problems.

This year a major emphasis of the NACo Western Region Conference, Jan. 26-28 in Reno, Washoe County, Nev., will be "Energy... Where Do We Go From Here?" The direction of our national energy policy is of particular interest to counties in the Western Region because their natural resources are the most likely power supply for the nation. This is especially true of coal reserves, which President-elect Carter has referred to as the fuel "to see us through the transition from fossil fuel to renewable resources."

Introducing the theme of the conference at the opening general session will be Jim Hayes, chairman of the NACo Energy and Environmental Steering Committee, and supervisor of Los Angeles County, Calif. Hayes and NACo have long advocated the development of a comprehensive national energy policy to direct efforts to meet the needs of the future.

Hayes has also called for a new federal department of energy that controls all energy functions. According to Hayes, a basic weakness in the present federal energy organization and administration is "there is no direction from the top." He maintains that energy suppliers "have been in the driver's seat and control the 40 federal energy agencies and the 20 congressional committees."

Hayes says the President and a strong energy chief "must point the energy directions" including development of alternate energy sources. Alternate sources, Hayes says, have been "side-tracked so far

by the oil, gas, coal and electrical utilities people who do not want their earnings ratios disturbed."

Hayes calls for the new Administration to strip energy functions and transfer them along with the administration of Energy Research Development and Federal Energy into one department. He recommends placing natural resources and public land management functions that fall within the scope of a new energy policy under the new energy department.

Also invited to speak at the opening session is Gov. Cecil Andrus of Idaho, the Carter designee for

See ENERGY, page 8



Hayes

## This Week

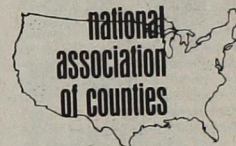
- Jail crises conference, page 3.
- IPA funds deleted, page 3.
- State associations set priorities, page 5.

Vol. 9, No. 2

# County News

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

Jan. 10, 1977



Washington, D.C.

# New Congress, New Faces

WASHINGTON, D.C.—Twelve former county officials, including three senators and nine members of the House of Representatives, are among the freshman class of the 95th Congress taking office this month. The six Republicans and six Democrats will be part of an 85-member freshmen contingent that includes 18 senators and 67 representatives. Although most of the 12 saw county service as attorneys or prosecutors, two were members of the county legislative body and one was a county-city mayor. One new member, Eldon Rudd, a former supervisor from Maricopa County, Ariz., was also a member of the board of directors of NACo's Western Region District. State and local governments will be

See NEW FACES, page 8



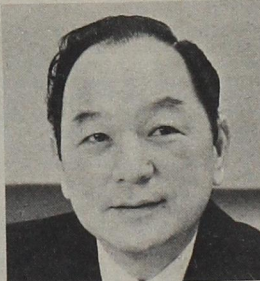
Lugal



Rudd



Tribble



Matsunaga



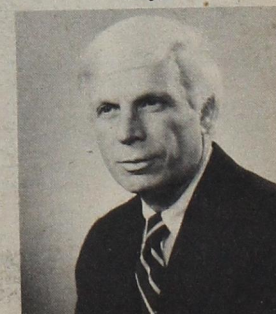
Sawyer



De Concini



Ammerman



Marks



Volkmer



Ertel



Skelton



Pursell



## RECORD KEEPING PRACTICES

## Privacy Board Asks for Views

WASHINGTON, D.C.—The Privacy Protection Study Commission is seeking the views of county officials on its preliminary recommendations that deal with the record keeping practices of state and local government public assistance agencies. The draft recommendations were published in the Dec. 8 *Federal Register*. Copies can be obtained from Dorothy Stimpson at NACo.

The Privacy Protection Study Commission was established by Congress in 1974. The commission, scheduled to issue its report to the President and Congress in June, is required to study the information systems of governmental, regional and private organizations, in order to determine the procedures for the protection of personal information. The commission is also required to recommend the extent, if any, to which the principles and/or requirements of the Privacy Act should be applied to those organizations not currently subject to them, and to make such other legislative recommendations as are necessary "to protect the privacy of individuals while meeting the legitimate needs of government and society for information."

The commission believes that study of the record keeping practices of public assistance and social services agencies is an essential component of its program. Millions of Americans receive cash payments, medical assistance and social services under programs funded by federal, state and local government agencies, and private organizations. These agencies rely heavily on recorded information to make decisions about individuals. Such record keeping practices have been perceived as the focal point of the conflict between the need to ensure that public funds are

properly administered, and the program beneficiary's right to personal privacy.

While recognizing that public assistance and social services agencies need to collect and use personal data to determine an applicant or recipient's eligibility for assistance and services, the commission believes that an applicant or recipient shares with the record-keeping agencies an interest in determining what uses can be made of that information. Accordingly, the commission has drafted recommendations which it believes would give an applicant or recipient a greater voice in determining how personal information may be used. At the same time, however, the commission is concerned that its recommendations not unduly interfere with the effective administration of public assistance and social services programs.

The commission has undertaken a detailed examination of five public assistance and social services programs. They are:

- Aid to Families with Dependent Children (including Child Support Enforcement Programs);
- Medicaid;
- The Social Services Program authorized by Title XX of the Social Security Act;
- The Food Stamp Program; and

• The Supplemental Security Income Program.

The record keeping practices of state and local government agencies and private organizations administering the first four programs are not subject to the Privacy Act of 1974. Hence, the commission must decide whether the principles and/or the requirements of that act should be made to apply to them. Records acquired in the administration of the Supplemental Security Income (SSI) Program are subject to the act's requirements. The commission believes that the experience of the Social Security Administration (SSA), in administering the SSI program under the requirements of the Privacy Act, will provide information that will be useful in assessing the wisdom of extending the act's requirements to other public assistance programs.

The commission's limited resources make impossible a detailed examination of all of the other assistance programs funded by federal, state, and local government agencies and private organizations. Nonetheless, the commission welcomes comments and suggestions regarding the feasibility and desirability of making the draft recommendations applicable to other programs similar to those chosen for study by the commission.

## Rural Leaders School Planned for Boulder

The Rural Development Service of the U.S. Department of Agriculture will hold a National Rural Development Leaders School from Feb. 6-12 at Boulder, Colo. The aim of the school is to aid rural officials to identify rural problems and development potential, to utilize rural resources efficiently, and to design and implement programs and projects. NACo has arranged to have a block of applications reserved for rural county officials.

This is the 9th session in the successful program. A maximum of 140 local officials can participate. The current session is open to residents of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Kansas, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Texas, Utah, Washington and Wyoming.

A registration fee of \$80 will cover all conference costs including meals and lodging at the University of Colorado in Boulder. Interested officials should contact Neil Paul of the Rural Development Service at (202) 447-2573 or Elliott Alman at NACo at (202) 785-9577 as soon as possible.

The school has scheduled four major activities to aid rural officials. The lecture program is designed to cover the basic concepts, procedures, and processes of successful rural development efforts. Experts in

rural matters will address the "whys, whats, and hows" of rural development.

A speakers program is scheduled to provide participants the opportunity to listen to and speak with national figures active in rural development.

A rural resources fair will bring together participants and representatives of government and private institutions responsible for assisting local officials in rural development.

Finally, a group project will bring participants together to deal with the problems and challenges of developing a typical area. Rural officials will have the opportunity to work together, exchange ideas, and learn from each other.

## ABA Offers Journal

WASHINGTON, D.C.—The American Bar Association Commission on the Mentally Disabled is publishing a new bimonthly journal. The *Mental Disability Law Reporter* will contain updated legal material for judges, lawyers, court personnel, administrators, professionals and advocates in the area of mental disability.

The 40-60 page *Reporter* may be ordered from the Commission on the Mentally Disabled, 1800 M St., N.W., Washington, D.C. 20036. Subscription price for six issues annually is \$35; \$25 for legal services projects. Checks or money orders should be made payable to ABA Fund for Public Education.



Beckman

## BIPP Gets New Head

WASHINGTON, D.C.—Norman Beckman, a career executive with the Library of Congress, has been selected director of the U.S. Civil Service Commission's Bureau of Intergovernmental Personnel Programs.

He has served as acting director of the Congressional Research Service, Library of Congress since 1975.

His federal career began as a financial management analyst with the Department of Health, Education and Welfare. He held progressively responsible positions with the Public Health Service and the Bureau of the Budget.

From 1962 to 1966, he served as assistant director of the Advisory Commission on Intergovernmental Relations with responsibility for recommending the most effective use of local, state and national resources in meeting urban needs.

He also served as director of the Urban Management Assistance Administration, Department of Housing and Urban Development. In January 1970, he became deputy director of the Congressional Research Service.

In addition, he has served as a professional lecturer at George Washington University, and has held office in several professional societies. His writings have been widely published in professional journals.

Beckman received his bachelors degree from Brooklyn College, his masters degree from Syracuse University and Ph.D. in public administration and government from Columbia University.

## Labor-Man. Conference Scheduled

The Labor-Management Relations Conference, directed by Sam Zagoria in conjunction with the Department of Education and Training of the American Arbitration Association, will present a two-day national conference on "Public Sector Labor Relations: At the Crossroads?" at the Mayflower Hotel in Washington, D.C., Feb. 14 and 15.

According to Zagoria, "some of the old problems of split management—executive and legislative fiscal priorities, unionization supervisors, broad scope of bargaining, illegal strikes, productivity improvement, legislative and executive job insecurity and the continuing search for fair and effective ways to resolve impasses—are still with us. But we also have some new experience with bargaining in the sunshine labor-management productivity committees, expanded use of mediators and fact-finders, last best offer arbitration and use of public referendums in breaking bargaining deadlocks. The experience is mixed, but alert practitioners and public makers, as well as neutrals, will be eager to make their own appraisals."

The conference is intended to provide a forum for an exchange of views by representatives of government, public management, union, employer organizations and prominent neutrals and educators system such problems and development. Registration fee for the conference is \$95 per person.

For additional information contact: Labor-Management Relations Conference, 1620 Eye St., N.W., Washington, D.C. 20006.

## HUD Details Needs

The many facets involved in covering successful applications for community development block grants (CDBG) are spelled out in the new publication of the Department of Housing and Urban Development (HUD).

The report, prepared by the HUD Office of Evaluation, discusses local community development needs and priorities and details 15 basic models of local organizational structures.

Copies of the report are for sale at \$1.10 each from: Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20400. Stock number 023-000-00342-2.

## New NACo Handbook Coming on Contracting

"Intergovernmental relations are a necessary adjunct to any political system where a constitution provides for a separation of powers and of concurrent regimes."

In the past nine months, County News has published various articles on NACo's Interlocal Service Delivery Project, funded by HUD. The most comprehensive review of this project's work effort was the Sept. 27 issue of New County Times (copies still available).

We have reported that the end product will be a handbook for local elected and appointed officials in the intergovernmental service contract process. The handbook begins with a resume of policy and technical questions and issues that a potential county should consider prior to committing its jurisdiction to an intergovernmental agreement. From there, examples of agreements, component language of a formal contract, costing formula/example cost analysis sheets and implementation procedures and recommendations are presented. The handbook is meant to be an all-inclusive procedural guide.

Currently, the first draft of the handbook is under review and will be available in the spring. In anticipation of printing we are requesting that those of you interested in the publication please write to Bruce B. Talley, director, Interlocal Service Delivery Project at NACo for information and order forms.

## COUNTY NEWS

EDITOR: Bernard Hillenbrand  
COPY EDITOR: Chris Gresock  
GRAPHICS: Michael Breeding, Robert Curry, Mary Duncan, Robert Redding  
PHOTOGRAPHER: Lee LaPrelle  
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.



# NACo Conference to Focus on Jail Crisis

WASHINGTON, D.C.—Judges across the country are ordering counties to upgrade their jails or close them. While trying to improve conditions and services, counties also must cope with overcrowding caused by backlogged courts and state facilities.

"Many counties recognize that their jails are in serious trouble," said Bernard F. Hillenbrand, NACo's executive director, "but they are tired of hearing simplistic solutions

that fail to address the entire criminal-justice system. We feel that interagency cooperation within the county and county partnerships with other levels of government are the only ways jail conditions will improve."

To highlight jail problems and discuss solutions, NACo is sponsoring the National Assembly on the County Jail Crisis, May 22-25 in Kansas City, Mo. The conference is co-sponsored by Jackson County,

Mo., in cooperation with several national organizations.

"This will be the first conference dealing solely with the jail crisis in its broadest terms," said Phil Elfstrom, chairman of NACo's Criminal Justice and Public Safety Steering Committee and Kane County, Ill., board chairman. "We will focus on how new partnerships and financial arrangements can be formed between state and local governments. Also, small informal workshops and

a public hearing have been scheduled as forums for recommending change in NACo's existing corrections policies. We have invited key political figures to join us in these important discussions."

The conference will have panel discussions on such topics as jail standards, planning and budgeting, intergovernmental solutions, intake and diagnostic services, and diversion. Key controversies to be debated include state versus local

control and the activist role of the judiciary in jail reform.

Representatives from federal and national organizations will participate in an open forum on the problems that county officials are experiencing in improving their jails.

For more information on the National Assembly on the County Jail Crisis, contact Nancy Levinson, Criminal Justice Program, National Association of Counties, 1735 New York Ave., N.W., Washington, D.C. 20006, (202) 785-9577.

## PUBLIC WORKS

### Counties' Share, 12 Per Cent

WASHINGTON, D.C.—An analysis of grants made under Title I of the Public Works Employment Act of 1976 indicates that county governments nationally received about 12 per cent of the \$1.95 billion awarded. Grant approvals were announced by the Economic Development Administration (EDA) on Dec. 22. EDA employed a computer-based ranking system to determine among competing applications which would be funded. The criteria included the number of unemployed, the percentage of unemployment, per capita income and labor intensity. Bonus points were awarded to units of general local government, to projects consistent with adopted plans and to projects which provide long term benefit to an area.

Some 24,000 grant applications were submitted by states, counties, cities, towns, boroughs and special districts totalling \$24 billion. In light of the unfunded needs, Rep. Robert Roe (D-N.J.), chairman of the House economic development subcommittee, has introduced a bill to add \$4 billion to the public works grant program.

Of the 1990 applications approved by EDA, 191 were from county governments and totalled \$235.8 million. The average grant to these counties was \$1.23 million. The vast number of these grants went to counties whose populations are less than 200,000.

Of the 35 counties funded whose populations exceed 200,000, the average grant was \$2.71 million. Dade County, Fla. led this group with grants totalling \$9.3 million.

The 91 counties which were funded, however, represent a small percentage of the 3,104 counties in the nation, 16 per cent. An analysis performed by NACo indicates that 84 per cent of the counties whose population exceeds 50,000 and whose unemployment rate exceeds 9 per cent were not funded.

In contrast, 241 school districts received funding totalling \$317.1 million or 16 per cent. Over NACo's objections, EDA amended its regulations governing the program to change the definition of general purpose local government to include special districts.

Hearings are expected soon by congressional committees into the criteria for funding used by EDA. Counties who wish to comment on the public works program should direct them to NACo's public works desk.



NACo STEERING COMMITTEE—County engineer members and advisers to the Transportation Steering Committee pictured above are Paul Van Roekel, Oakland County, Mich.; Clarence Smith, Republic County, Kan.; Bernie Lieder, Polk County, Minn.; Milt Johnson, Clayton County, Iowa; and Nord Sorensen, Iowa County, Iowa. In the background are transportation staff members Lynda Given, Marion Mosner and Marlene Glassman. The policy steering committee and technical committees met in December for briefings and policy discussions. Two major resolutions adopted dealt with public transportation priorities and the nation's bridge crisis.

## Transit Policies Expanded

WASHINGTON, D.C.—Major new resolutions dealing with public transportation priorities and the nation's bridge crisis were adopted at a December meeting of NACo's Transportation Steering Committee.

Highlighting the rapidly expanding involvement of county government in public transportation, the first resolution calls for clarification of the role of local elected officials in the decision-making process. It recommends legislative action to give local officials the opportunity to designate metropolitan planning organizations. Current law gives this authority to the governors.

Other priorities in the NACo public transportation policy are:

- A two year extension (through 1982) of the existing transit authority;

- Increased funding, beginning in 1978, with emphasis on Section 5 formula grant funds to retain maximum local flexibility in use of funds and authority for the federal agency to reallocate a locality's funds if unexpended for three fiscal years;

- Establishment of a special transit program authority with fair share funding for non-urbanized areas, including local option in use of funds for either capital or operating purposes;

- Required inclusion of local elected officials on the boards of transit operating agencies;

- Clarification of congressional intent to resolve problems in the administration of Section 13(c) labor protective arrangements;

- Maximum local flexibility in determining how best to meet the particular mobility problems of the handicapped and the elderly;

- A mandate for the federal public transportation

agency to assume responsibility for improving coordination of the scores of special health and social services transportation programs.

Pointing to 105,000 bridges known to be structurally deficient and "untold thousands of others not included in categories inspected and known to be deficient," the committee suggested the extent to which a national bridge crisis impairs the transportation of goods and people and endangers the lives and physical safety of citizens.

To deal with this crisis, the committee expanded on a plank of the American County Platform calling for greatly increased federal funding for bridge repair and replacement.

The resolution urged flexibility in use of funds to meet appropriate needs, from structural repair to major replacement projects or for inspection programs. Suggesting the job-creating possibilities of a major bridge program, the committee called for speedy program approval to achieve expanded employment as well as increased transportation efficiency and safety.

State and local action to improve maintenance and inspection and to enforce weight limits on bridges were also included.

Representatives of the recently appointed technical advisory committee sat with the steering committee for all its briefings and policy deliberations. The new resolutions deal with issues expected to receive priority attention on Capitol Hill this year. The committee also discussed aircraft noise problems at length. No action was needed since a resolution adopted at last June's annual conference fully addressed this priority issues.

The meeting was chaired by the newly appointed Chairman Dan Murphy, county executive, Oakland County, Mich.

## Ford Deletes IPA Funds

WASHINGTON, D.C.—President Ford has indicated he will not recommend any money in his fiscal '77 budget for programs currently funded under the Intergovernmental Personnel Act (IPA) of 1971. Ford's decision seriously jeopardizes the future existence of the highly successful and acclaimed program.

IPA is the only federal program designed to help state and local governments better manage local and federal tax dollars through more effective personnel management. Both technical and fiscal assistance are available under the program for short term initiatives that often develop into ongoing programs funded from the recipient government's own tax resources. In a real sense, IPA money serves as "seed money" that encourages long term improvements in state and local personnel management.

Last year, the Administration attempted unsuccessfully to cut funds from the program by one-third, but opposition by NACo and other public interest groups thwarted that effort. Reports indicate the President feels state and local governments will fund IPA-type programs out of general revenue sharing dollars since past IPA programs have been so successful.

IPA has been funded for the past two years at only \$15 million, although there are over 800 qualified project applications currently outstanding for lack of funds.

NACo will mount a vigorous effort to restore the IPA funds to the budget. Questions regarding IPA funding should be directed to Bill Bertera at NACo headquarters in Washington.

## Proposed Regs

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

78-100 Commerce "Coastal Zone Management Act of 1972 (Pub. Law 94-370)." New requirements as contained in Public Law 94-370 make substantial changes in the Coastal Zone Management Act. To effect these changes the National Oceanic and Atmospheric Administration (NOAA) proposes: adding three new sections to Subpart B of Part 920 to address the new planning requirements; adding a new Subpart E to Part 920 to address preliminary approval; redefining existing Part 920 to accommodate the addition of the new subparts; adding a new section to reclassified Subpart E of Part 920 to address new grant application procedures related to sub-sections 305(b) and (d). Copies are available.

## NACo to Host Open House

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



## County Opinion

# Welcome 95th

This week the 95th Congress of the United States will convene and in their number will be over 60 former county officials, 12 of whom will be taking their seats in the House and Senate for the first time.

We are particularly pleased to welcome these new legislators with experience in county government. They join a growing contingent of former county officials who have won seats in Congress in recent years. Two years ago, for example, 19 members of the "freshman class" had held county office.

The service of these former county officials in Congress is significant. Their election indicates that more and more voters are recognizing the relevancy of county service as a prerequisite for higher office. In so doing, voters register their confidence in county government itself and in the dedicated men and women who make it work.

Nationally, it is in the interests of all counties that members of Congress be knowledgeable about the role of county government, since so many laws they enact directly affect the activities of county government.

So, to those newly elected former county officials, and to those returning, we say "welcome." Our offices and resources stand ready to help you make your service to your constituents productive and fulfilling. We wish you well.

## Postal Service

Should mail deliveries be cut down to four or five times a week?

Will a 21 cent stamp rate be necessary by 1981?

Should the Postal Service enter the new and revolutionary field of electronic mail?

Will Postal Service costs require a \$25 billion subsidy during the next five years?

Should small post offices be closed to form a more "economical retail network"?

These are some of the tough questions facing the Commission on Postal Service, a congressional created study group that is looking into the postal service. The commission has until March 15 to complete its study and report with recommendations to Congress and the President.

In order to come up with the best answers to those questions, the commission is holding public hearings in 18 cities throughout the country, including Boston.

The Boston hearing will be held beginning at 9 a.m. on Wed., Jan. 19, in room 208 of the John W. McCormick Post Office and Courthouse Building.

Persons who wish to testify at the hearing should notify the Commission on Postal Service at 1750 K St., N.W., Washington, D.C. 20006, or contact the Boston post office by calling 233-2405.

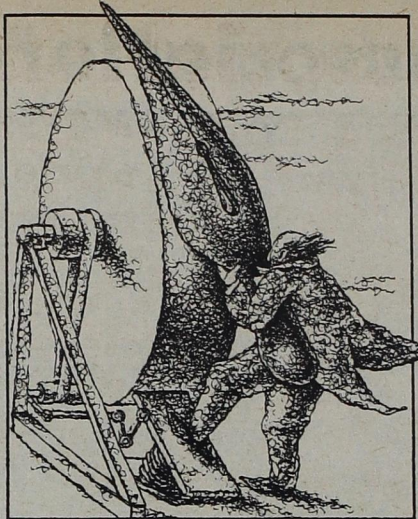
## Swine Flu

Last spring we wrote an editorial lauding the Administration's decision to immunize the entire country against a potential "swine flu" epidemic this winter.

At the time we said that the call for a national vaccination program was completely divorced from presidential politics. We gave the benefit of the doubt to respected physicians, federal public health experts and others who testified about the need for us to take steps to prevent a possible epidemic.

Now that the national swine flu program has been suspended indefinitely (because of Guillain-Barre syndrome among persons who received vaccines), we still believe those responsible acted in good faith. However, what concerns us is the long range negative impact the swine flu episode will have on other vaccination programs conducted by county health agencies. Will the public now shy away from needed preventive measures against polio, measles, diphtheria, rubella and similar diseases? We hope not.

One final point needs to be made. Let it be remembered that when the call went out to prepare for the possible epidemic last spring, county and other public health officials at the expense of other public health endeavors, performed admirably. They shouldered the burden, they faced the critical public, and their counties picked up the lion's share of the costs.



**What's happening behind the headlines of highly publicized labor disputes is that both sides—government unions and public officials—are sharpening their bargaining tools.**

## New Trends in Bargaining

By NEAL R. PEIRCE

SAN FRANCISCO—Voters in this once staunchly pro-labor city handed stunning setbacks to municipal unions in charter changes on the Nov. 2 ballot—part of a pattern of apparent serious reverses for public employee organizations across the country this year.

It would be an error, however, to think that the public worker unions are "down and out."

What's happening behind the headlines of highly publicized labor disputes is that both sides—government unions and public officials—are sharpening their bargaining tools. Common themes are dramatically increased professionalism in bargaining, rewards for the public.

The San Francisco experience is a case in point. After city wages rose well above those in private employment and workers demonstrated a public-be-damned attitude in repeated strikes, citizens voted to force some wage rollbacks. In this fall's balloting, voters approved mandatory firing, without amnesty, of any city worker who strikes. And by an overwhelming vote of 125,000 to 83,700, they voted to make San Francisco the nation's first large city in which the people themselves will be the final judges in deadlocked disputes between city officials and unions. In case of an impasse, the union's final offer will be put on the ballot for citizen approval or rejection.

The idea of public votes to resolve wage disagreements is unpopular with unions, which fear citizens will consistently vote for lower wages (and thus lower taxes). Labor groups say the average citizens is ill-equipped to make the determination in a complicated labor dispute. Instead, some labor experts contend, independent arbitrators should be brought in to settle bargaining impasses. (Seventeen states now have compulsory, binding arbitration laws, usually for police and firemen.)

But according to Quentin Kopp, president of the San Francisco Board of Supervisors and leader of the effort to curb the city's strike-prone workers, "The voters are the ultimate arbitrators—they're the only arbitrators I accept. An independent arbitrator doesn't get his power from the people—he does he have to pay the bill later."

Sam Zagoria, director of the Labor-Management Relations Service run by the national associations of mayors and county officials, reports nationally increased resistance by government officials to all manner of arbitrary formulas—including compulsory, binding arbitration—that undermine their capacity to bargain realistically on behalf of the public.

The most impressive example of how the unions, for their part, are learning to deal with difficult situations has just emerged in Massachusetts—the result of imaginative thinking by the American Federation of State, County and Municipal Employees (AFSCME), which stepped in when its local affiliates fumbled the ball.

Massachusetts state workers have gone without raises since 1973 and the administration of Gov. Michael S. Dukakis, has claimed it can't afford pay hikes that would come anywhere near the 21.5 per cent cost-of-living increase since then.

Unable to reach agreement with the state government, the 42,000-member statewide bargaining unit known as the Alliance—an amalgam of AFSCME and Service Employees Union locals—called an abortive three-day strike last June. Alliance leaders stumbled a second time by agreeing to contract terms that the membership voted down. At that point national AFSCME headquarters took over negotiations and dispatched President Jerry Wurf to head the negotiating team.

Because the state pledged poverty, Wurf decided the key question was the state's ability to pay higher wages.

The Dukakis administration projected modest surplus for the fiscal year, which AFSCME thought was a gross understatement of the revenues the state could realistically expect.

So AFSCME commissioned a nationally prestigious forecasting firm, Data Resources Inc., headed by former Council of Economic Advisers member Otto Eckstein, to make an independent econometric study of Massachusetts' fiscal position, including likely 1976-77 tax revenues. And sure enough, Data Resources reported that the Dukakis budget had underestimated anticipated tax revenues by no less than \$205 million—enough to pay the union's full demands.

The dispute was referred to three independent fact finders (all leading academicians). They considered both the state and the AFSCME-Data Resources projection but refused to choose one over the other—history, the fact-finders said, would be the judge. The panel did recommend that Alliance members receive a retroactive wage boost if the budget shows a surplus above the state's prediction by next July 1. The exact amount would depend on how much the state has underestimated its revenues.

The implications go far beyond Massachusetts. AFSCME officials complain—with some justification—that governors and mayors chronically underestimate revenues so that they can take political credit for surpluses and hold down wages. Up to now, unions have never been equipped to question the official state forecasts.

Now after its Massachusetts breakthrough, AFSCME intends to use its potent new "toy"—independent econometric forecasts of state economies—for bargaining in other states where the union represents most state workers, including Illinois, Wisconsin and Minnesota. AFSCME organizing advances may make the same strategy feasible soon in Florida, Pennsylvania, Missouri, New York and Rhode Island. A proven success record in such states would position AFSCME to make historic breakthroughs in organizing state workers from coast to coast.

On their part, public officials are learning the need for long, careful preparation for labor negotiations, for hiring trained negotiators, and for planning to withstand a strike if bargaining fails.

Seattle Mayor Wes Uhlman, for instance, explains how his city prepared for—and triumphed in—a 98-day strike of city light department workers, the longest in Washington state history. The union initially refused to negotiate its traditional two-hour lunch salaries in other cities. But the city, armed with full economic data, insisted that all questions were negotiable. Anticipating a strike, it trained supervisory workers for a year.

When the strike came, the lights stayed on. The union finally lost on both the lunch hour and wage questions. "To sustain a strike," Uhlman says, "you've got to continue to perform the basic functions. If you don't, you lose the public. A strike is simply a battle for the hearts and minds of the public."

Weak or untrained city negotiators, Uhlman says, can easily panic in negotiations or a strike. He says he prefers to deal with strong—not weak—unions. "If you have good strong union leadership that's in charge to deliver its membership on a final agreement, you're much better off. Then each side knows what it can sell what it can deliver."

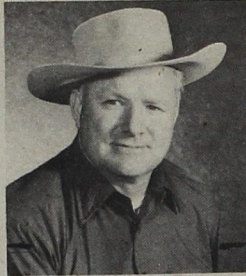
The message seems clear enough. Strong city management, strong unions, and professionalism at the bargaining table are all essential to successful negotiations. Ultimately it may be the side that wins over public opinion that will be the most successful.

© 1976 Neal R. Peirce



# State Associations Plan Priorities

## Property Tax Reform Called for by CSAC



Shannon O. Patterson  
1977 President

SAN DIEGO COUNTY, Calif.—The need for massive reform of California's property tax has led the County Supervisors Association of California (CSAC) to call for a special session of the legislature.

The resolution, proposed by Alameda County, seeks both property tax reform and property tax relief. It urges the state government to assume costs of statewide welfare and Medicaid programs which counties now help pay.

The action was taken during CSAC's 82nd annual conference held Nov. 17-19 in San Diego.

CSAC says the state has consistently failed to adequately fund, or increase the funding of state partnership programs. The counties also cited the failure of the legislature and executive branch to reimburse counties for state-mandated programs as required under 1972 state legislation that set maximum tax rate limits for local agencies.

During the conference, 1976-1977 CSAC officers were elected. They are: president, Shannon O. Patterson, Tehama County supervisor; first vice president, Sandra Smoley, Sacramento County supervisor; and second vice president, Clayton A. Record, Riverside County super-

visor.

In addition to the officers, the following CSAC executive committee members were chosen: Warren Boggess, Contra Costa County supervisor; Ralph Diedrich, Orange County supervisor; Adrian Fondse, San Joaquin County supervisor; William Johnson, El Dorado County supervisor.

Quentin Kopp, San Francisco County supervisor; Frank Long, Mariposa County supervisor; Jack Madigan, Butte County supervisor; William Royer, San Mateo County supervisor; Sig Sanchez, Santa Clara County supervisor; Pete Schabaram, Los Angeles County supervisor; and Tunney Williams, Imperial County supervisor. Also serving on the executive committee is Immediate Past President Arthur Edmonds, Yolo County supervisor.

Richard Watson is CSAC executive director.

## AMC OKs Legislative Statement

HENNEPIN COUNTY, Minn.—During its 67th annual meeting, the Association of Minnesota Counties (AMC) adopted a "New Direction Policy Statement."

The 1976 President Orlo Peterson reported on 10 biennial "Town Hall" meetings held during 1976. From the recommendations of more than 300 members to the executive committee, the following policy statement was approved by the full membership:

- Improved lobbying with the legislature, state agencies and the public.

- Cooperation with other organizations.

- Increased membership activity and involvement especially in study committees.

Those attending the annual meeting, Nov. 9-12, in Minneapolis also heard a report of their executive director, Ralph T. Keyes, who is leaving AMC after 20 years. In a spirited speech, Keyes reviewed his perceptions and observations about the challenges and problems facing Minnesota counties. The membership responded to AMC's first executive director with a standing ovation.

Among major legislative policies adopted by AMC were:



NEW PRESIDENT—1976 Association of Minnesota Counties President Orlo Peterson, left, of Faribault County, congratulates Norman Anderson, right, of Douglas County on his election as 1977 AMC president.

- A call for the state to live up to its financial responsibilities in state-county programs.

- Initiation of studies to develop a provision for counties to withdraw from regional development commissions.

- Recommendation that counties continue to administer income maintenance programs.

- Modification of current spending restriction on local government.

- Modification of the Open Meeting Law to permit necessary exceptions.

- Provision of state financial assistance to counties to carry out

environmental programs.

Douglas County Commissioner Norman Anderson was elected 1977 president. Other officers elected are: first vice president, Virgil Johnson, Houston County; second vice president, Virgil Olson, Kandiyohi County; and secretary-treasurer, Ray Eckes, Nicollet County commissioner.

The 391 registered attendees participated in 20 special workshops including environmental impact statements, labor relations, human service reorganization, rural housing problems, property assessment issues and bridge replacement.

## Missouri Counties Seeking Payments-in-Lieu of Taxes

COLE COUNTY, Mo.—The Missouri Association of Counties (MAC) is seeking payment in lieu of taxes for land purchases planned by the Missouri Conservation Commission.

Plans call for acquisition of 121,000 acres of land throughout the state with funds from a one-eighth of 1 per cent sales tax approved Nov. 2 by Missouri voters.

Data provided by MAC indicates that Missouri counties already have considerable acreage removed from the tax rolls. Carter County has more than 41 per cent of all taxable land removed from the tax rolls and seven counties have more than 15 per cent removed.

With the Nov. 2 vote, Missourians made their state number one in the nation in terms of per capita expenditures for wildlife and conservation programs. The expected yield of more than \$20 million more than doubles the budget of the Department of Conservation.

The land purchase is only part of a "Design for Conservation," a 20-year program that includes preservation, recreation, research and improved hunting and fishing. Missouri's Department of Conservation is the only one in the nation almost entirely independent of its legislature. This independence was established by constitutional amendment in 1936. That amendment, like the sales tax amendment, got on the ballot by initiative petition.

DOUGLAS COUNTY, Neb.—Henry Purdie, a Pierce County commissioner, was elected president of the Nebraska Association of County Officials during its annual convention Dec. 1-2 in Omaha.

Purdie replaces John Paris of Dawes County.

Elton Moore of Red Willow was elected vice president, and Floyd Vrtiska of Pawnee County was elected secretary-treasurer.

New district directors elected are: Jerry Hurza, Howard County, central district; Paul Schwasinger, Keith County, southwest district; Clayton Johnson of Banner County, panhandle district.

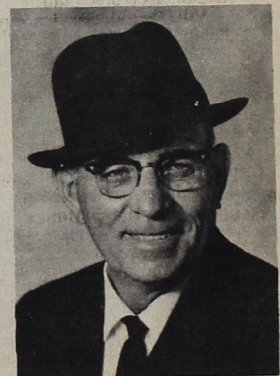
Speakers included Senator-elect Edward Zorinsky of Omaha and Ralph Tabor, NACo director of federal affairs.

Approximately 600 officials registered for the convention. Ten officials' groups elected 1977 officers.

These include: County Assessors, president; Fred Naber, Cuming County; County Highway Engineers, president; Jerry Steinke, Phelps County; County Clerks, president; Robert Hossle, Cheyenne County; County Commissioners and Supervisors, president; Henry Purdie, Pierce County; County Treasurers, president; Marjorie King, York County;

County Welfare Directors, president; Thelma Moeller, Wayne County; Clerks of District Court, president; Edward Shimerda, Saine County; County Weed Superintendents, president; Jim Russell, Dundys County; County School Superintendents, president; Ann Quintard, Sioux County; and County Civil Defense Directors, president; Floyd Stahr, Deuel County.

The association's first full-time director, Arnold Ruhnke, has retired. Gerald Stromer became the new executive on Jan. 1.



Henry Purdie  
1977 President

## Idaho Marks First Year

TWIN FALL COUNTY, Idaho—Officials of Idaho's 44 counties have met together in one form or another for 60 years but never as a single, united organization until the first meeting of the umbrella Idaho Association of Counties.

Prior to 1975, county commissioners and clerks had an association and the clerks, treasurers, assessors and sheriffs had their own separate groups. There was also a joint "elected officials association." Although efforts were made to combine the groups, organizational and historical differences pointed toward creating a new association.

In February 1975, the groups met and appointed a task force to propose bylaws and lay other groundwork. In the fall, officers, bylaws, legislative plans and other issues were approved. Since then, the Elected Officials Association and the Commissioners and Clerks Association transferred their assets to the new Idaho Association of Counties (IAC), and 43 counties have

officially joined.

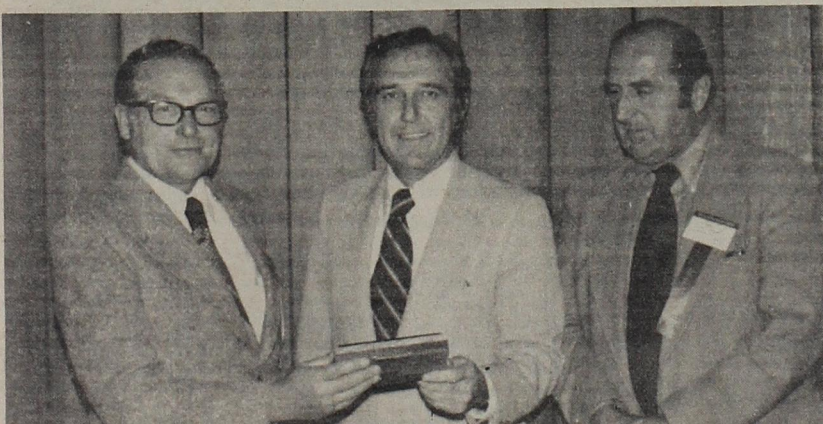
According to IAC, it is one of two state associations with the particular structure that gives full voting rights to all elected county officials. IAC feels this provision improves participation and promotes strong unity before the Idaho legislature.

A headquarters office with five staff members is maintained near the state capitol in Boise. John W. Crutcher of Cascade is president. Dean G. Huntsman is executive director.

Crutcher was re-elected president during the annual meeting held Oct. 19-22 in Twin Falls.

Other officers elected are: first vice president, John Nickle; second vice president, Carl Croft; secretary, Marjorie Jonasson and directors at large, Willard Wray, George Nourse and John Wasdon.

Copy prepared by Margaret Taylor, state association liaison.



PAYMENTS-IN-LIEU OF TAXES AWARD—At the 71st Annual Conference of the Association of Oregon Counties, newly elected President Harry Carson, Marion County commissioner, right, presents Bernard F. Hillenbrand, NACo director, with an award for his contributions to congressional enactment of federal payments-in-lieu of taxes legislation. At left, is Commissioner Mel Gordon, Multnomah County, past president of AOC and NACo board member. The conference was held Nov. 17-19 in Eugene. Other newly elected officers are: first vice president, Judge Roy Hirai, Malheur County; second vice president, Commissioner Charles D. Bailey, Tillamook County and treasurer, Commissioner Ian Timm, Linn County.



## Clerk's Corner

### CLERKS PROGRAMS AT CONFERENCE

Several program sessions are being planned for NACRC members and other interested persons at NACo's Western Region District Annual Conference, to be held in Reno, Nev., Jan. 26-28. NACRC program sessions will include those on working with the public and safeguarding against the criminal use of false identification. Other programs of interest to clerks will include bond workshops, sponsored by the National Association of County Treasurers and Finance Officers and Criminal Justice Systems workshops, sponsored by NACo's Criminal Justice Project. Washoe County Clerk Alex Coon, host clerk for the conference, invites all to attend and participate. Hope to see you there!

### FALSE I.D. REPORT AVAILABLE

The Justice Department's Federal Advisory Committee on False Identification has issued its final report on the criminal use of false identification (for more on the report, see "Clerk's Corner," Nov. 1, 1976). Copies of the 800 page volume, containing over 100 recommendations on curtailing the use of false I.D.'s to commit crimes such as welfare fraud and passing bad checks, are available from any Government Printing Office or from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 (stock number 052-003-00226-4, price \$6.30).

### SUCCESSFUL VOTER REGISTRATION DRIVE

Although this fall's elections are behind us, it's not too early to start thinking about registering voters for next year's elections. Helen Hudgens, Coconino County, Ariz. recorder, has written to Clerk's Corner, telling us how she went about increasing her county's voter registration rolls from 19,500 voters in July 1975 to 29,889 voters in September 1976. Ms. Hudgens based her registration campaign on two concepts, accessibility and education.

Making full use of state law allowing unlimited volunteer registrars, voter registration booths were set up at grocery stores on Saturday mornings, banks on Friday afternoons, on the local college campus, and at the local Navajo Indian Reservation. In addition, library staffers were trained, so that citizens could register to vote at any library. An extensive media campaign was carried out through radio stations and newspapers, urging citizens to register to vote.

Ms. Hudgens would appreciate hearing from NACRC members who share her problem of registering voters for spring primaries. If you have any innovative registration ideas, please let us know, so that your fellow clerks and recorders can benefit from them.

—Robert A. Platky  
New County USA Center

## Job Opportunities

**Director of Office of Management and Budget, Cuyahoga County, Ohio.** Salary \$26,000 to \$35,000. Responsible for agency providing management, budget and program analysis for three major areas of county government: general government, criminal justice, and human services; preparing annual budget of \$500 million. Requires masters degree in business or public administration plus 7 to 8 years of experience. Understanding of computer science and legal experience desirable. Contact William Gaskill, County Administrator, 1219 Ontario St., Cleveland, Ohio 44113 by Jan. 21.

**Director of Personnel, Cuyahoga County, Ohio.** Salary \$24,000 to \$32,000. Responsible for development and management of personnel functions involving 3,500 employees. Requires masters in public or business administration, plus 6 to 7 years personnel experience. Contact William Gaskill, County Administrator, 1219 Ontario St., Cleveland, Ohio 44113 by Jan. 21.

**Deputy Director (Human Services), Office of Management and Budget, Cuyahoga County,**

**Ohio.** Salary \$22,000 to \$30,000. Responsible for providing management, budget, and program analysis of human services agencies. Staff of 2 to 3 professionals. Requires masters degree in human services field, 4 to 5 years program management experience. Contact William Gaskill, County Administrator, 1219 Ontario St., Cleveland, Ohio 44113 by Jan. 21.

**Port Director, Rosedale-Bolivar County Port Commission, Rosedale, Miss.** Salary commensurate with qualifications. Requires masters degree or equivalent in planning or related field, plus 5 years experience and superior management skills, demonstrated grantsmanship ability, knowledge of industrial development, ports and port-related activities. Resume to Brother Wilson, Chairman, Rosedale-Bolivar County Port Commission, P.O. Box 460, Rosedale, Miss.

**Director of Environmental Management, Fairfax County, Va.** Salary: \$32,621 to \$45,869. Exercise managerial policy and program control over subdivision review and approval, zoning enforcement, and building, plumbing, electrical, mechanical inspection activities; direct prepara-

tion of plans and proposed department budget. Employs 315; \$5 million budget. Requires bachelors degree plus 7 years planning and development experience, with at least 5 years supervisory experience at the division level, preferably in a large urban county. Send resume and salary history to Leonard Whorton, County Executive, 4100 Chain Bridge Road, Fairfax, Va. 22030 by Feb. 15.

**Director of General Services, Fairfax County, Va.** Salary: \$29,614-\$41,670. Plan, organize, and direct office of General Services; office includes property management, equipment management and transportation, facilities management, purchasing, communications, emergency services, and mapping divisions. Employs 455; \$12 million budget. Requires bachelors degree, plus several years experience in managing general services or related functions. Send resume and salary history to Leonard Whorton, County Executive, 4100 Chain Bridge Road, Fairfax, Va. 22030, by Feb. 15.

**Director of Research and Statistics, Fairfax County, Va.** Salary \$31,091-\$43,748. Direct agency charged with performing economic and demographic research, computer systems analysis, productivity and program evaluation in support of county planning and operations. Employs 63; \$1.2 million budget. Requires bachelors degree with major work in statistics, computer science, economics, or related field plus 6 years experience in financial, management, or systems analysis, including use of quantitative analysis techniques. Send resume and salary history to Leonard Whorton, County Executive, 4100 Chain Bridge Road, Fairfax, Va. 22030, by Feb. 15.

**Communications Technician III, Lake County, Ill.** Starting salary to \$18,390. Seeking experienced technician to supervise employees in the repair and installation of mobile radios, transmitters and related equipment. Requires F.C.C. 1st Class radio-telephone operators license, with 1-2 years experience desirable. Resume to Roger Sloat, Director of Personnel, 18 North County St., Waukegan, Ill. 60085.

**Executive Director of Department of Community Development, Vauquo County, Pa.** Responsible to commissioners for planning, fiscal control, grantsmanship, monitoring and evaluation, community relations. Requires knowledge of principles of modern public administration and county government. Resumes to Tom Tansey, Courthouse, Franklin, Pa. 16326 by Jan. 21.

**County Engineer, Bell County, Texas.** Salary range \$18,000 to \$20,000. Responsible for design, construction, and maintenance of county roads. Requires Texas C.E. Registration or ability to transfer license. Resume to Judge Harold E. Harris, Box 336, Belton, Tex. 76513.



**ALCOHOLISM SEMINAR**—Local officials who attended the Georgia School of Alcohol and Drug Studies were, from left: Robert W. Williams, chief deputy clerk probate court, Chatham County; W.E. Johns, conference coordinator, University of Georgia; Kathryn Aldridge, assistant district attorney, Chatham County; Judge Denham, probate judge, Turner County; Walter Mitchell Jr., sheriff, Chatham County; Linda Hay, NACo representative; and Larry Walker, acting director, Alcohol and Drug Section, Georgia Department of Human Resources. About 250 elected officials and community service providers participated in 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.

## Aging Programs Consolidated

**BALTIMORE COUNTY, Md.**—A long, hard look at the service delivery system for senior citizens is prompting an extensive reorganization of programs, and an amendment to the county charter.

"Through the ingenuity of the county executive, we have done all the front-end work to make a change in an evolutionary way. Executive authority, not requiring legislative sanction, was used to align programs and provide better services for the elderly," said Timothy Fagan, senior affairs officer.

Consolidation efforts will involve a charter change to create a Department of Aging Programs and Ser-

vices. An amendment will be included on the November 1978 ballot. In the interim, Fagan's position was created to implement consolidation plans and manage a five-point program for senior services.

"Before, the county executive couldn't find out what activities were offered for the elderly. Now, we have identified all programs and they are accountable to a specific seat of authority in county government," said Fagan.

About 26 aging programs, ranging from health and housing to transportation and senior centers, report to the senior affairs officer. "What we're planning ultimately is a centralization of management and a decentralization of the service delivery system," said Fagan.

About two years ago, county officials discovered that overlapping service programs were run by several different governmental agencies from nearly 100 locations. Also,

dozens of boards, commissions, councils and citizen groups working for the elderly were unaware of one another's activities.

A comprehensive, one-year study was initiated by the County Executive Theodore G. Venetoulis. Needs and programs were examined to formulate a consolidated county-wide plan for 85,000 senior residents.

After review of the findings, he proposed the following five-point plan:

- Consolidation of county senior services;
- Improvement of senior facilities;
- Expansion of health care, transportation, housing, nutrition, crime prevention, and volunteer programs;
- Promotion of state legislation to reform nursing homes, housing stipulations, and Medicare;
- Creation of six area advisory councils composed of persons 60 years of age and older.

## 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 \_\_\_\_\_

## INVITATION TO ALL WELFARE DIRECTORS

THE SPRING WORKSHOP OF THE  
NATIONAL ASSOCIATION OF COUNTY  
WELFARE DIRECTORS WILL BE  
HELD IN WASHINGTON, D.C.  
**MARCH 8-9**

TOPICS TO BE COVERED WILL INCLUDE:

- IV-D PARENT LOCATOR PROGRAMS
- SOCIAL SERVICES
- PRIVACY PROTECTION LAWS
- WELFARE REFORM
- AND OTHERS

(WHAT WOULD YOU LIKE TO TALK ABOUT?)

**MARK YOUR CALENDAR NOW  
KEEP WATCHING COUNTY NEWS  
FOR FURTHER DETAILS**



## COUNSELING APPROACH

## Probation Teams Aid Offender

MONTEREY COUNTY, Calif.—A new team approach to counseling offenders is changing the traditional role of the probation officer. The Community Resources Management Team (CRMT) concept suggests that a team of staff members, rather than a single probation officer, is more effective in providing rehabilitation services.

After two weeks of training, the Monterey County Probation Department implemented CRMT. The most difficult adaption was the development of team functions and the capacity of community agencies to accommodate more clients, says John Schellhass, assistant county probation officer.

But, the concept appears successful after one year of operation. An eight-month study of 302 probationers reveals: more found jobs, more were in good physical health, mental health problems were reduced, and substance abuse declined.

The team consists of a supervisor, four probation officers, aides, volunteers and clerical support. Its main responsibility is to identify offender's needs and match them with community services.

The role of the probation officer has shifted from counselor and supervisor to broker of services. Each team member acts as a liaison between the client's needs and community resources. For example, case work may not be an effective rehabilitation technique for the offender with a drug problem. Specific help such as treatment, a job, vocational training, proper housing, or remedial education may go further toward resolving the problem.

A probation field unit in the city

of Salinas has involved the community by organizing two social action groups which assures service access to probationers: the Job Developers Association of Monterey and the Drug and Alcohol Abuse Program Association. Fifteen community agencies are involved in job development and placement. They share employment resources and information to find and develop new employment opportunities.

CRMT is funded by the Law Enforcement Assistance Administration (LEAA) through the National Institute of Corrections. It is implemented by the Corrections Program of the Western Interstate Commission for Higher Education (WICHE) in Boulder, Colo.

## Criminal Justice Program Offers New Publications

## INMATE PROGRAMS

WASHINGTON, D.C.—Programs to return county jail inmates to the community and keep them out of trouble are described in a new publication entitled "Programs to Re-educate, Readjust and Restore Inmates of the County Jail," just released by NACO's Criminal Justice Program.

The manual explains reintegration methods and specific programs for county jail inmates who serve sentences there or continuously reappear. Jail surveys show that many inmates are undereducated, poor or unemployed, and have been arrested for alcohol-related offenses or have experimented with drugs. These statistics point to the need for education, work, and alcohol- or drug-abuse treatment programs to keep offenders from returning to jail.

Methods include work release, community service, job training and placement, and alcoholism treatment. Several exemplary programs are explained in each category for other counties to use as models. The

manual concludes with a comprehensive program offered in one county which combines resources in surrounding communities.

For a free copy of the manual or more information, call or write NACO's Criminal Justice Program.

## JUVENILE DELINQUENCY

WASHINGTON, D.C.—Finding ways to curb juvenile delinquency is one of the most difficult tasks assumed by county officials. To help develop methods, a brochure just released by NACO's Criminal Justice Program briefly describes exceptional juvenile delinquency programs in 10 counties, urban and rural.

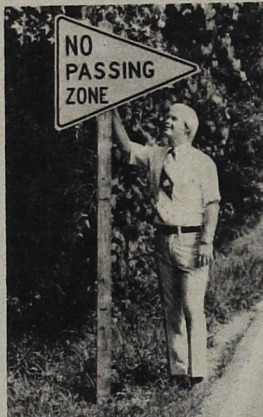
Programs range from deinstitutionalizing status offenders and speedy disposition of first-time offenders to a juvenile diagnostic center and a youth-operated diversion and counseling project. The brochure includes a program synopsis, address, phone number and name of director.

Free copies of the brochure are available from NACO's Criminal Justice Program.



## Road Signs Designed to Reduce Hazards

Traffic Engineer Virgil Hazlett, right, inspects a newly installed sign. To promote highway safety, the black and yellow, highly reflective signs were installed on the left side of two-lane roads at all no passing zones in Henrico County, Va. Top photo shows the county's own sign shop.



HENRICO COUNTY, Va.—Counties across the United States are experiencing rapid change in traffic volume as once rural areas sprout into urban communities.

Some roads in Henrico County are experiencing a 14 to 20 per cent increase in traffic volume each year. The county, one of two in Virginia maintaining its roads, is showing rapid growth—from 168,000 people in 1972 to 191,000 in 1976. In addition, the county almost surrounds the city of Richmond with a population of 233,000.

In spite of increased traffic volume on county roads, there has been a decrease in the number of accidents over the past three years. There were 5,916 accidents in 1973. That figure declined to 4,968 in 1974 and was down to 4,793 last year.

County traffic engineers credit part of this decline to the increased use of traffic control devices, the updating of their signing program, and vigilance on the part of law enforcement officers.

The newest safety device being used is a "No Passing Zone" sign. This yellow and black sign has the configuration of a pennant and is installed on the left side of the roadway in advance of no passing zones.

Virginia state law currently requires only a yellow stripe on the roadway in a no passing zone. But these stripes cannot be seen at any distance when the roadway is wet, and they must be repainted periodically because of wear.

The county's new pennant signs, fabricated with bright reflective sheeting, are intended to warn motorists well in advance of the no passing zone.

The angularity feature is especially important because the sign is on the left side of the road and Virginia law requires vehicle headlights to be cocked to the right side. The signing material used has the capability of providing excellent reflection at angles.

The decision to install the pennant signs in Henrico County was made for both practical and legal reasons. The practical consideration involves the absence of a street lighting

program, which makes it necessary to provide traffic control devices that are highly visible without ambient lighting. The pennant signs provide this kind of visibility.

The county continues to implement progressive safety concepts to provide motorists with a safer highway system. Other safety concepts are:

- The brightest and most durable reflective sheeting is used on street name signs in the county. These signs, 9 inches wide and from 30 to 48 inches long, are installed on all arterial and collector roadways. The county also plans to use advance street name signs to identify signalized intersections ahead.

- Reflective tape has been used on traffic island curbs for several years. It provides delineation of breaks in the center island to enable drivers to see where to turn in the dark.

In Henrico County, all signing has been upgraded to meet new standards of the Manual of Uniform Traffic Control Devices. Funds available through the Highway Safety Act were used for this project.

—Virgil R. Hazlett  
Traffic Engineer, Henrico County

## Overhead Costs Prompt Inquiry

UNION COUNTY, N.J.—Skyrocketing costs of motor vehicle replacement parts have led the Board of Chosen Freeholders here to call for a congressional investigation.

The county was charged \$24,000 for replacement parts for a vehicle which originally cost \$4,000, said a resolution, introduced by Freeholder Walter E. Boright. These "monstrous" charges are one reason for skyrocketing motor vehicle insurance, the resolution added.

Union County officials urged Congress to investigate the costs of replacement parts and insurance to protect the public and to reduce overhead costs for businesses and local governments.

## Older Jet Noise Regs Published

WASHINGTON, D.C.—The Federal Aviation Administration (FAA) has issued regulations requiring action over the next eight years to bring all commercial jet aircraft into compliance with federal noise standards (FAA Part 36).

The regulations implement a major provision of the FAA/DOT "Aviation Noise Abatement Policy" that Secretary of Transportation William T. Coleman announced on Nov. 18. That provision called for FAA to promulgate a rule requiring commercial subsonic jets with weight in excess of 75,000 pounds, not currently meeting Part 36 standards, to either be retrofitted from the fleet or modified ("retrofitted"). All two- and three-engine jets in this weight category must meet Part 36 standards within six years (1983), with one-half the total in compliance at the end of four years. The older four-engine jets have eight years to meet Part 36, with one-quarter the total required to comply by 1981.

Under the regulations, FAA is encouraging commercial jet operators to adopt whatever means of achieving the lower noise levels are best suited to the individual economic situation. The operators will have the option of modifying or replacing non-Part 36 aircraft. As yet, financing of a replacement/retrofit program has not been determined.

The FAA rule initially applies only to jets operated by U.S. airlines into U.S. airports. FAA is working with the International Civil Aviation Organization (ICAO), to establish worldwide noise standards that would cover jets operated by foreign airlines into U.S. airports, as well as U.S. jets flying into foreign airports.

For copies of the regulation and further information, please contact Sandy Spence at NACO.



## Matter and Measure

The Federal Highway Administration (FHWA) wants to know more about the dimensions of the local rural road problem and has come to NACO for assistance.

We, at NACO, have been talking to FHWA staff about local road problems, especially telling them how NACE can help them identify specific problem areas. As a result of these discussions, a session on local rural roads is scheduled at the NACE Management and Research Conference in Phoenix, Ariz., Feb. 9-12. Through the session, we hope that you, who are so familiar with the situation, will come to Phoenix, prepared to share your problems and ideas with the feds.

In a December 1976 statement of policy, FHWA called for "greater attention on deteriorating rural highway transportation needs and improving rural highway service."

The policy statement says that the need for construction and reconstruction "is especially acute in rural areas where there are numerous structurally deficient bridges and where other critically needed highway improvements are by necessity being continually postponed." They cite railroad abandonment as a further complication to the problem. The primary need, they say, "is to improve highway transportation access to and within each community and industrial or commercial center, especially in those corridors where unprofitable railroad branch lines may be abandoned."

However, what FHWA needs are hard facts about local roads—the kind you are well-qualified to provide. The problem must be presented in such a way that we can indicate how our deteriorating local rural roads are limiting the dollar amount of produce (agri-business, timber, coal) flowing to the market, as well as problems of getting supplies to the farmer or rural industry (timber, fuel, fertilizer, etc.).

FHWA is interested in determining this dollar impact due to such problems as:

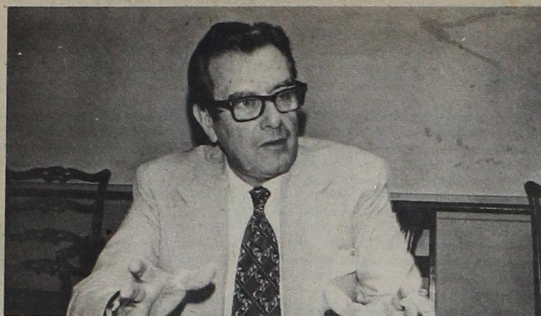
- Increased amount of commodity flow over local rural roads;
- Increased size and weight of vehicles over that for which the road was designed;
- How to define "deficient roads" in connection with design, etc.;
- Effect of rail line abandonment, if any, on amount and weight of traffic;
- Weight limit enforcement;
- Cost to upgrade roads to carry present loads and size;
- Effect of limited road funds on upgrading capability.

Obviously, this is just a first step, but before FHWA can study the problem of local rural roads, they must have a clear idea of its dimensions. So, come to Phoenix with enlightening facts and figures—concrete evidence of the problems you face in your counties, and their economic impact. It is a starting point from which FHWA can begin its study, and hopefully, just the beginning of our involvement in their work on the local rural road problem.

All NACE members will receive, prior to the February meeting, a mailing concerning specific information needed at the conference. We hope that those of you who cannot attend will submit written material to us, based on the information requested in the mailing, so that we can include it with the information that will be given to FHWA.

The prospects are exciting. We will keep you informed of progress.





Rep. Breckinridge, Caucus Chairman

## Rural Needs Focus of Hearings in Reno

WASHINGTON, D.C.—John Breckinridge (D-Ky.), newly re-elected chairman of the Congressional Rural Caucus, has announced that the caucus will hold field hearings in conjunction with NACo's Western Region Conference in late January in Reno, Nev. The hearings will help dramatize the needs of rural areas and the important role of the caucus in meeting those needs.

NACo and the Housing Assistance Council will serve as hosts for the hearings scheduled for Jan. 28.

Rep. Breckinridge has invited members of the Congressional Rural Caucus Executive Committee and other western congressmen to participate in the hearings. Major topics to be covered are rural development and rural housing.

Many elected county officials, builders, low and moderate income homeowners and renters, and federal and state officials will appear before the caucus. Their testimony will focus on specific issues such as: nature and extent of need, impediments to development and the Rural Development Act. Administrative and legislative changes for the new Congress to consider will also be discussed.

Congress is expected to review

major rural and agricultural legislation in the coming months. Information gathered from this hearing will help to form a background for the Congressional Rural Caucus budget and legislative recommendations on rural development and rural housing.

For further information and details of the hearing, contact Elliott Alman of the NACo staff at 202-785-9577.

Continued from page 1

Secretary of the Interior. The Department of the Interior is currently charged with managing public lands and developing mineral resources on them, including mineral leasing programs, both inland and on the Outer Continental Shelf.

Other energy workshops planned for the conference are:

- Alternative Energy Sources;
- The Potential of Coal Gasification;
- Impacts of Coal Development and the Mineral Leasing Act Amendments;

## New Faces in Congress

Continued from page 1

well represented in the new Congress. In addition to the former county officials, another 10 new members have had experience as former city officials. Forty six per cent of the new freshmen have served as members of their state legislatures.

The 12 new members come from seven states. Three of the former county officials elected are from Pennsylvania, two each from Arizona, Michigan and Missouri and one each from Indiana, Hawaii and Virginia.

New House members are:

**JOSEPH S. AMMERMAN (D-Pa.)** Serving in the Pennsylvania Senate since 1971, Ammerman was formerly the Clearfield County district attorney. He also served as a U.S. attorney for three years. Ammerman ousted incumbent Albert Johnson by 23,000 votes. He is the first Democrat to be elected from the district since 1936.

**ALLEN E. ERTEL (D-Pa.)** Ertel has been the Locomotive County district attorney since 1958. The first Democrat elected from his district since 1936, Ertel has close ties with the new House majority leader Jim Wright of Texas.

**MARC LINCOLN MARKS (R-Pa.)** Marks was Mercer County solicitor between 1960 and 1966. A newcomer to an elective public office, he will represent the freshmen Republicans on the House Republican Research Committee. He defeated incumbent Joseph Vigorito.

**CARL D. PURSELL (R-Mich.)** Pursell is a former Wayne County commissioner, and most recently a member of the Michigan Senate. His seat was generally conceded to be Democratic despite his Republican predecessor's holding it for 10 years.

**ELDON D. RUDD (R-Ariz.)** Rudd has been Maricopa County supervisor since 1972 where he has a reputation as an opponent of unnecessary government spending. He has served as a member of the Arizona Governors Advisory Commission on Intergovernmental Affairs and as a member of the board of directors of the Arizona-Mexican Commission. Rudd was also a member of the board of directors of NACo's Western Region District.

**HAROLD S. SAWYER (R-Mich.)** Sawyer has been Kent County prosecutor since 1975. He gave up a lucrative law practice to serve as a dollar a year man in that post. Running in President Ford's old district, Sawyer ousted Rep. Richard Vander Veen by 15,000 votes.

**IKE SKELTON (D-Mo.)** Skelton was a prosecuting attorney for Lafayette County in the late 1950's before serving as an assistant attorney general. Most recently, he served in the Missouri State Senate since 1971. Skelton won by a 25,000 vote margin.

**PAUL S. TRIBLE, JR. (R-Va.)** Tribble has been the Essex County commonwealth attorney since 1974. He won a narrow victory for a seat that had not been vacant for 18 years. The district was formerly Democratic.

**HAROLD L. VOLKMER (D-Mo.)** Volkmer was Marion County prosecuting attorney from 1960-66 and has served in the Missouri House of Representatives since 1967. He was particularly active in government reorganization during his tenure in the Missouri House and may prove to be a welcome ally to the new Administration.

The three new members of the Senate with experience as county officials are:

**DENNIS DeCONCINI (D-Ariz.)** DeConcini served as Pima County district attorney from 1973-76. He also spent two years as administrative assistant to the governor. DeConcini captured a seat that normally goes to a Republican.

**RICHARD G. LUGAR (R-Ind.)** Lugar is the only newly elected former county official to have held an executive post in county government. He served as mayor of Indianapolis, a consolidated city-county, from 1968-76. Lugar also served as the president of the National League of Cities. He won the election by 380,000 votes.

**SPARK M. MATSUNAGA (D-Hawaii)** Matsunaga, a former assistant prosecutor in Honolulu County, comes to the Senate from the House where he has served since 1963. The veteran legislator was a deputy whip. He also served in Hawaii's House of Representatives prior to that state acquiring statehood.

## Energy Discussed at Conference

- Energy Facility Siting in the Coastal Zone; and
- Reducing Energy Use and Budget Costs in Counties.

The 1977 Western Region Conference program will include workshops on a host of other issues important to western counties.

- Public Lands subjects, such as the Bureau of Land Management Organic Act, national forest programs and Indian affairs.
- Employment subjects, such as public service employment, CETA, youth legislation, unemployment insurance, and work productivity.
- Labor management subjects,

such as labor-management training and collective bargaining.

- Health subjects, such as alcoholism, illegal aliens, health care, and health planning.

There will also be special workshops on 1977 General Revenue Sharing regulations, criminal justice programs, and regionalism.

Finally, as reported in *County News*, Dec. 13, the conference program will conclude with a special rally for support of a payments-in-lieu of taxes act appropriation. This act would provide payments to counties for the tax immunity of federally owned land



## 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:

\$75 NACo members  
 \$95 Non-members  
 \$20 Spouse

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) \_\_\_\_\_