

# County News

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## Controversial cuts proposed in Clinton budget

By Ralph Tabor  
legislative director

President Clinton's budget for FY95 will be sent to Congress, Feb. 7. The budget will call for deep and controversial cuts in almost 300 federal programs and elimination of another 100 programs.

Next year's budget deficit is estimated to be less than \$180 billion. The projections are 40 percent lower than the \$300 million estimate made before the adoption of last year's budget reconciliation bill. Office of Management and Budget Director Leon Panetta attributes the drop to "the specific deficit-reduction measures passed in 1993, significant spending cuts in the proposed FY95 budget and improvements in the economy."

The budget is expected to propose sharp reductions in next year's funding for transit operating subsidies, public housing and energy assistance for low-income people, Army Corps of Engineers' construction projects, public housing and Rural Electrification Administration loan subsidies.

The budget reconciliation bill



passed by Congress last summer imposed tight spending caps on discretionary expenditures. Spending will be held to FY93 levels for the next five years. Deep spending cuts have to be made to accommodate increased spending for the president's priorities, such as highway construction, Head Start, worker training and programs for the homeless.

President Clinton also will ask Congress to rescind about \$5 billion for so-called highway demonstration projects.

The budget is expected to call for cuts of about \$450 million (or 74 percent) in public housing and \$275 million (or 20 percent) in HOME grants. The cuts are

smaller than initially contemplated by the Administration and don't affect funds already in the pipeline.

Transit operating assistance is

expected to be reduced by \$200 million (or 25 percent). Department of Transportation officials are indicating that most of these funds will be used to offset increases for trans-

it capital grants.

According to news accounts, the budget will project that the

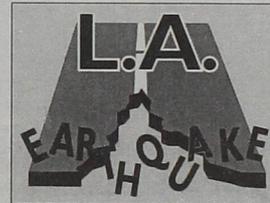
See **BUDGET**, page 13

## A shaken L.A. County mobilizes recovery effort

By Jill Conley  
staff writer

You've got to hand it to the Los Angeles County (Calif.) officials who get up and go to work every day to invent solutions to local problems. On top of the standard fare, the county has lost 420,000 jobs to the recession since 1990 and, over the course of the last year-and-a-half, has suffered a series of disastrous fires, floods and civil disturbances. And now, a devastating 6.6 earthquake that could push the sum of the string of disasters into the \$30 billion range.

"Our immediate priority must be to restore the homes, businesses, health and safety of our citizens," says Los Angeles



County Chief Administrative Officer Sally R. Reed.

Fifty-seven people lost their lives as a result of the earthquake, 7,851 have been treated for earthquake related injuries, and another 1,497 have been hospitalized. The county has more than

7,300 residents living in shelters and 3,000 more living outside the shelters, but receiving support from the Red Cross.

The county's recovery plan has four immediate goals:

### 1) Restoration of the infrastructure:

- repairing damage to county infrastructure and public housing, and

- coordinating prompt assistance from state and federal agencies and insurance companies for inspection and repair.

### 2) Ensuring community stabil-

See **EARTHQUAKE**, page 13

## Senate vote on PILT expected within a month

By Beverly Schlotterbeck  
editor

Legislation to increase the Payments-In-Lieu-of-Taxes (PILT) Program is headed for a Senate floor vote in the wake of its release from the Energy and Natural Resources Committee, Feb. 2.

The Senate legislation was defeated late last year in a committee fight over an unrelated National Park Service concessions mea-

sure. Last week's markup means that a floor vote on PILT could come in two to four weeks.

If enacted, S. 455 would boost PILT payments 120 percent over five years. The program has had no increase in appropriations since its enactment in 1976. Since that time, the Consumer Price Index has risen 120 percent, meaning that PILT funding today is worth less than half of what it was when the program was enacted. More than 1,700 counties in 49 states receive

PILT funds.

In the House, a companion measure — H.R. 1181 — would also increase PILT payments by 120 percent. However, unlike the Senate bill, the payments would be increased in one year.

NACo has requested a hearing for H.R. 1181 before the House Natural Resources Committee, and supporters believe that a hearing could come as early as the week of March 7, during NACo's Legislative Conference.



Photo by Tom Goodman

Taking a break during their tour of Bexar County's (Texas) children's facilities and programs are: (l-r) Jim Mills, executive director, Juvenile Welfare Board, Pinellas County, Fla.; Barbara Sheen Todd, NACo president; Beverly Watts Davis, executive director, San Antonio Fighting Back; Officer Steve Christian, San Antonio Weed & Seed Program; and Barbara Shipnuck, chair Board of Supervisors, Monterey County, Calif. and chair, NACo's Children's Initiative Task Force. See story on page 8.

In Michigan, a "MAC Attack" has nothing to do with golden arches, but everything to do with successful county activism. [page 2](#)

More good news on Superfund: A federal district court rules in favor of local governments over cleanup costs. [page 5](#)

County News continues its interviews on health care reform, with a look at House Minority Leader Robert Michel's (R-Ill.) and Senator Paul Wellstone's (D-Minn.) proposals. [page 6](#)



NACo's Employment and Training Program and the Radon Project team up on a new program. [page 7](#)

Find out how counties across the country have benefited from volunteer programs in a special two-page report. [pages 10-11](#)



Neal Peirce [page 13](#)

News from the nation's counties [page 14](#)

Job market [page 15](#)

## America's Counties

# MAC attacks prove healthy for Michigan's counties

By Barbara Sheen Todd  
NACo president

When the members of the Michigan Legislature hear the words "MAC Attack," visions of the golden arches are not the first thoughts that come to mind.

Rather, they respectfully remember the strength and power that can come from the organized efforts of concerned county officials who were determined to lead their state from a potentially disastrous situation ... and they succeeded.

To better understand the Michigan situation, it is helpful to have some background regarding the counties, their association and issues that confronted them.

Counties in Michigan derive their power from the state constitution, state statutes and judicial decisions. Three governmental structures are found in the state: the commission, charter and united forms of county government.

Counties provide a wide gamut of services which may include not only state, but local programs such as the provision of health and social services, solid waste management, wa-



NACo President Barbara Sheen Todd visits with Michigan Association of Counties Immediate Past President Johnnie Rodebush.

ter and sewer system, etc.

In most counties, the board of commissioners is the governing county body and policy-maker. Commission boards can consist of

from five to 35 members, depending on the county's population. Commission members are elected from single-member districts. Thirty-one counties have an appointed county administrator, while 18 counties have adopted a fiscal controller to provide direction and assistance in matters related to the counties' finances.

The charter home rule type of government is provided for in the state constitution and provides for an elected county executive.

Charter government provides for the transfer of executive and administrative responsibilities from the county commission to the county executive. The commission then functions primarily as a legislative body.

The united form of government provides more flexibility than the commission format, but less than charter governments. Counties using this format may have either an appointed manager or an elected county executive.

## Michigan Association of Counties

The Michigan Association of Counties, also known as MAC, is a

vibrant and well-respected organization for county officials which claims our own NACo Second Vice President Doug Bovin as a former president.

Chartered on Feb. 1, 1898 as the Michigan Association of Supervisors, the association had a name change and has grown into a full-service organization which provides legislative leadership and numerous insurance, training and entrepreneurial programs.

## Toughest legislative challenges and the "MAC Attackers"

Michigan county leaders have had to deal with many of the unfunded mandates issues confronting counties throughout America; however, this past summer, county government in Michigan was almost devastated. At that time, the Michigan State Legislature removed school operating millages from the property tax base, a tax reduction of 65 percent, or \$6.5 billion, for the residents of Michigan.

This action created several problems, not the least of which being the need to make up those lost revenues for education.

Although the county governments are not responsible for school operation of taxes, the consequence of the proposal was a \$200 million shortfall to Michigan's counties. (*County News, Sept. 13, 1993, p. 1*)

In addition to the \$200 million dollar cut, state lawmakers also proposed the elimination of counties' personal property tax (\$150 million), and intended to finance schools with county revenue sharing dollars (\$145 million) and with collections from the Single Business Tax Inventory collections (\$35 million).

In effect, state legislators were on the hunt for any other revenues not protected in the state constitution.

Michigan counties had to act immediately — there was no time to passively wait for the ax to fall.

Through the leadership of Michigan Association of Counties President Donn L. Wolf and the state association's executive committee and board of directors, a comprehensive strategy was developed to inform the public and the members of the Michigan Legislature of the ramifications of these tax proposals. MAC leaders also prepared legislative funding options and created and organized the MAC attackers confront the legislators at home.

Each of the 83 counties was asked to assign a person to directly lobby their respective legislative delegations on this issue. MAC lobbyists and board members met with legislative leaders to express counties' positions regarding these proposals. Then, on Sept. 21, a MAC Attackers squad of 75 commissioners stormed the state capitol to further express their concern with the potential financial disaster for counties which would be created by the state revenue cuts.

Three weeks later, the MAC Attackers struck again, this time with more than 1,000 commissioner elected officials, and local township and city officials who were similarly affected.

Additionally, the Michigan Association of Counties developed a massive public information campaign which included news conferences with the print and electronic media that the general public would have realistic understanding of the counties' dilemma.

In a dramatic Christmas Eve session, counties in Michigan saw the fruits of their labor. The legislature rejected proposals to take additional county revenue and changed significant portions of the property tax enacted in July.

# Counties ready to apply for empowerment zone status

By Haron N. Battle  
associate legislative director

Tucked away in DeKalb County, Ga., not usually considered an impoverished county, is a pocket of poverty where unemployment exceeds the national average, the growth rate has dropped, and many stores have been forced to close.

The county is assessing whether this area might qualify as an empowerment zone or enterprise community. A strategic plan for this area is likely to include retraining residents and assisting small businesses.

A non-contiguous area in Atlanta, which is located in Fulton County, may also be included in DeKalb's revitalization plan because of the economic linkage across county lines.

A number of counties like DeKalb, both urban and rural, are looking at areas they may nominate for empowerment zone and enterprise community status. Interest intensified after President Clinton unveiled the interim rules governing the program on Jan. 17.

Some jurisdictions have begun

## Emphasis is placed on strategic planning and coordination of social services and physical development to enable residents to be self-sufficient.

tackling the most critical factor, a strategic plan for revitalizing a distressed area, that the departments of Housing and Urban Development (HUD) and Agriculture (USDA) will use in making designations. In developing strategic plans, counties are assessing how their departments, including, but not limited to, community and economic development, housing, transportation, social services, environment, and job training, can most effectively coordinate service delivery in distressed areas.

Three rural and six urban areas will be designated empowerment zones, and 30 rural and 65 urban communities will be enterprise communities. USDA will select the rural areas and HUD the urban ones. The application deadline is June 30, 1994 for nominations.

Special Social Service Block Grant funds are the chief benefit to be

gained from this program: \$3 million for urban and rural enterprise communities, \$40 million for rural empowerment zones, and \$100 million for urban zones. Jurisdictions will be able to use these funds for a wide range of social services as well as economic development activities.

Businesses in empowerment zones will be offered several tax benefits, and tax-exempt facilities bonds will be available in enterprise communities as well as zones. Areas in either category will receive special consideration in competing for federal funds and may seek waivers of federal rules and regulations in order to implement their strategic plans. Jurisdictions that submit strong applications but do not receive one of the limited number of designations also will be given consideration for waivers of federal program requirements.

This program defines the Administration's approach to economic development. Emphasis is placed on strategic planning and coordination of social services and physical development to enable residents to be self-sufficient.

# Heflin introduces flow control bill

Responding to requests from cities and counties in Alabama, Senator Howell T. Heflin (D-Ala.) has filed a bill to authorize states and political subdivisions to direct the flow of municipal solid waste to designated facilities. S. 1634 is the first flow control bill to be introduced in the Senate.

It is similar to the House bill, H.R. 1357, filed last fall by Representative Alex McMillan (R-N.C.), but would not require a state legislature to specifically authorize flow control by statute under certain circumstances. For example, if a state had already delegated solid waste planning to local governments, along with the right to determine methods of collection, disposal or other means of managing solid waste, no state statute would

be required.

Under the bill, recyclable materials would need to be removed from the waste stream if a political subdivision wished to exercise flow control authority. In addition, the designated facility would need to be in compliance with all federal and state environmental laws. Flow control authority could not be exercised over materials that are already being recycled under existing arrangements.

NACo is working closely with Sen. Heflin's office to find as many co-sponsors as possible. County officials should contact their senators to ask that they add their names to S. 1634 and support its passage. For more information, contact Diane Shea, NACo associate legislative director, 202/942-4269.

### County News invites Letters to the Editor

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

## County Innovators: Governing for tomorrow's needs, today



County governments are on the front lines of pressing social, economic and environmental issues. This year, County News reporters will present a series of special articles highlighting counties that have developed innovative or especially effective programs to address these issues.

We hope to share their knowledge with you, so that you may make tomorrow a better place for today's community.

# NACo takes fiscal pulse of large urban counties

By Sharon Lawrence  
research director

For the fourth consecutive year, NACo is surveying the nation's largest counties to assess their fiscal health.

The 1994 large urban county fiscal survey was mailed to 107 of the nation's largest counties in early January. Results of this survey will be tabulated and released to the media during NACo's forthcoming Legislative Conference, to be held March 4-8 in Washington, D.C.

NACo Executive Director Larry Naake emphasized the importance of this data collection effort. "County governments are under unrelenting budgetary pressure from unfunded federal and state mandates, almost uncontrolled health care costs, and rising public safety costs," Naake said. "We need hard facts about these conditions, however, to make our case convincingly to Congress and the Administration.

"The data gathered through this survey," he explained, "pro-

**"County governments are under unrelenting budgetary pressure from unfunded federal and state mandates, almost uncontrolled health care costs, and rising public safety costs."**

Larry Naake  
executive director  
National Association of Counties

vides information essential to the NACo staff as it attempts to influence federal policy on a broad range of issues. I hope, therefore, that every county receiving this survey will complete it fully and return it promptly."

The questionnaire seeks information on revenue collections, expenditures and full-time equivalent employment for FY91-FY94 to determine the trend in fiscal conditions of large urban counties.

To assess the impact of state restrictions on county tax options and rates, this year's survey also asks counties about

their property, income and sales tax rates. Participating counties are being asked as well to identify which actions, if any, they took in FY93 — or may need to take in FY94 — to reduce or delay expenditures or increase revenues.

Later this spring, approximately 400 medium- and small-size counties will be selected to receive a slightly modified version of this survey.

Results of that questionnaire will be tabulated and released in conjunction with the annual meeting of the Western Interstate Region in early May.

## Expose yourself to NACo

By Sharon Lawrence  
research director

Do you have no idea what NACTEP means? Would you like to help formulate NACo policy on health care reform, but don't know how to participate in the policy development process? Are you searching for an effective tool for retirement planning? Would you love to learn once and for all how to

pronounce Larry Naake's last name?

If you answered "yes" to any of these questions, plan now to attend a special workshop, "Everything You Wanted to Know About NACo But Were Afraid to Ask," which will help open NACo's upcoming Legislative Conference at 9 a.m., Sunday, March 6.

Although newly elected county officials will be a primary audience for this workshop, it will be of equal

value to individuals — both elected officials and appointed staff — who have served in county government for some time, but have not been active in NACo.

Topics will include, among others, NACo's:

- history and mission
- governing structure
- programs and services
- policy development process
- voting procedures, and
- affiliates and caucuses.

## Monterey County snags top award

The Monterey County (Calif.) Health Department's Division of Health Promotion is a two-time winner.

Not only has it been successful at reducing the county's smoking rate from 32 percent in 1982 to 21 percent in 1992 and increasing safety belt use from 17.5 percent in 1985 to nearly 50 percent in 1989, it has also been singled out to receive a very prestigious national award — the C. Everett Koop National Health Award.

On Dec. 8, Koop, a former U.S. surgeon general, presented one of six National Health Awards to Monterey County. The awards program is sponsored by the Health Project, a coalition of about 25 corporations and the U.S. Department of Health and Human Services.



Pictured (l-r) are Jack Farquhar, Stanford University Center for Research in Disease Prevention; Dr. Robert Melton, M.D., M.P.H., director of health, Monterey County; Barbara Shipnuck, chair, Monterey County Board of Supervisors and chair, NACo's Children's Initiative Task Force; C. Everett Koop, M.D.; and John Snider, chief, Division of Health Promotion, Monterey County Health Department.

# NACo

*on the move*

◆ Health and Human Services Secretary Donna Shalala met with representatives of several public health organizations, including NACo, on public health proposals in President Clinton's health reform plan. Associate Legislative Director **Tom Joseph** and Executive Director **Larry Naake** represented NACo at the Feb. 1 meeting.

Last month, Joseph and Naake met with General Motors representatives on employer issues under health reform, specifically, support for President Clinton's proposal to have the federal government fund early retiree health care benefits. Today, if county employees and employees of a corporation retire before the age of 65, in some places, the county or corporation must pick up the tab for health insurance.

On Jan. 24, Joseph was in Albany, N.Y. for a meeting of the New York Public Welfare Association where he spoke about the Clinton health reform proposal and its implications for counties.

◆ NACo President **Barbara Todd** was in Washington, D.C., Jan. 26-27, for the American Bar Association's summit on crime and violence, where she moderated a discussion on the epidemic of violence. Other county officials participating in the summit were **Arthur Teele, Jr.**, chairman, Dade County (Fla.) commission, and **Dennis Greenhouse**, New Castle County (Del.) executive.

While in Washington, Todd participated in a panel discussion on mandates at a U.S. Conference of Mayors' meeting and she attended the U.S. Cooperative Extension Service's National Extension Leadership Development Program.

◆ Isabell Sawhill, associate director of the Office of Management and Budget, met with Associate Legislative Director **Larry Jones** and Executive Director **Larry Naake**, Jan. 19, to discuss the lawsuits counties face from highly paid employees for overtime pay. Sawhill said that the federal government has the same problems and will be working diligently to find solutions to the problem.

◆ The Consumer News and Business Channel (CNBC) interviewed Executive Director **Larry Naake**, Jan. 25 for a news story on the nation's crumbling infrastructure.

◆ At the Wisconsin Counties Association meeting in Oshkosh, Wis., Jan. 20, Associate Legislative Director **Diane Shea** made a presentation on federal legislation addressing solid waste management issues.

# County News

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

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# Local governments get break in Superfund cleanup case

By Barbara Paley  
Cutler & Stanfield

In a federal district court ruling that might prove helpful to hundreds of counties, cities and towns throughout the country, 14 Connecticut cities were held not liable for the cost of cleaning up two Superfund site landfills to which they sent municipal waste.

If sustained, the Dec. 20 ruling by a Connecticut federal district court would mean the cities — and a group of small businesses — would not have to contribute any of the estimated \$50 million to \$70 million cleanup costs for the landfills.

Local jurisdictions, such as the Connecticut cities, have been

sued by private sector parties who have been found responsible for the cost of cleaning up hazardous waste sites under the Comprehensive Environmental Response, Compensation and Liability Act, known as Superfund.

The case of *B.F. Goodrich vs. Murtha* involved two Connecticut landfills: Beacon Heights and Laurel Park, which were owned and managed by the Murtha family and companies controlled by them.

In 1980, EPA discovered contamination in and around the landfills, and subsequently sued several companies that sent waste to the sites — including B.F.

Goodrich and Uniroyal Chemical Company — to recover its costs for cleaning up the hazardous substances associated with the landfills.

Several of the potentially responsible parties (PRPs) formed a coalition to clean up the sites and settled with EPA and the Murthas. The Murthas and coalition members then sued a number of other PRPs, including the towns, cities and small businesses that were Murtha's customers, for "contribution" on the grounds that they were responsible for sending the hazardous waste to the landfills. There followed years of litigation during

which courts refused to exclude municipal solid waste from the reach of the Superfund law.

## Superfund's powers

Superfund authorizes legal actions by the federal government and private parties against past or present owners or operators of a facility from which there is a release or a threatened release of a hazardous substance which results in response costs.

The federal government, states and private parties may also act to recover costs from parties who arranged for the disposal, treatment or transportation of hazardous substances, or parties who

accepted hazardous substances for transport to disposal or treatment facilities from which there is a release or threatened release of a hazardous substance.

EPA may order the potentially responsible parties to clean up the site or to reimburse the agency for its cleanup costs.

The statute permits any PRP to seek contribution from other liable or potentially liable parties.

## Court found no link between hazardous waste and cities

In the latest round of the ongoing

See *SUPERFUND*, page 8

## What's it mean?

The Connecticut decision was a victory for the local governments and small businesses found not liable under Superfund for the contamination in the Beacon Hill and Laurel Park sites.

However, it is clear that the results — even if sustained by higher courts — do not afford local governments permanent relief from Superfund liability for the disposal of municipal solid waste.

In the future, industrial and other private sector potentially responsible parties can be expected to respond to the Connecticut court's decision by conducting more extensive and costly investigations to prove municipal liability. Likewise, municipal parties will also need to prove that they are not liable.

An industry source observed that "[t]he effect of the decision ... is to raise the obstacles for establishing proof of [municipal] liability." As a result, the decision could generate a considerable increase in transaction costs for all parties.

Thus, Judge Dorsey's decision is probably more significant for its holding that disposal of materials containing elements or constituents listed as hazardous substances does not impose liability unless there is a release or threatened release of the hazardous elements, which, in turn, triggers response costs.

In addition, the *Murtha* decision does nothing to limit the contribution liability of local governments who own or operate landfills or of those whose municipal waste, prior to disposal, is mixed with industrial waste containing designated hazardous substances. The potential for such liability has led to ongoing efforts to amend the Superfund statute to place overall limits on municipal liability.

# County Officials — Want to tell NACo where to get off?



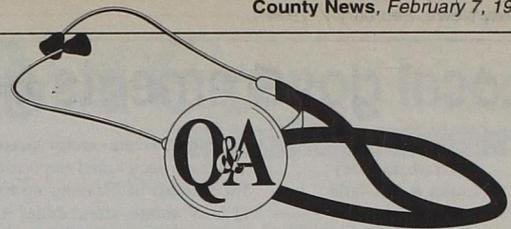
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# Counties and Health Care Reform Proposals

This is the second installment in a series of *County News* interviews that look at the major health care reform proposals being considered by Congress. The Clinton Administration's proposals were outlined in the last issue. In this installment, *County News* examines House Minority Leader Robert H. Michel's (R-Ill.) proposal, the Affordable Health Care Now Act (H.R. 3080), and Senator Paul Wellstone's (D-Minn.) measure, the American Health Security Act (S. 491). (Note: The preamble preceding the Health Care Now Act interview was supplied by Rep. Michel.)



## Health Care Now Act H.R. 3080

The Affordable Health Care Now Act (H.R. 3080) is a commonsense approach to health care reform. Commonsense in that it focuses on fixing the shortcomings of our health care system, not overthrowing the entire system simply because a few parts are not working right. Commonsense in that it proposes workable reforms that will make things better for people now, not risky, untried concepts that will not be implemented for many years to come. Commonsense in that it builds upon and encourages the many reforms already underway at the state and local level and in the private sector, not through the imposition of a government-run health system imposed from the top down.

The Affordable Health Care Now Act seeks to achieve universal access to affordable health insurance by requiring that it be made available through places of employment by prohibiting exclusion of individuals because of pre-existing conditions or job change, by allowing the states to permit uninsured individuals to buy in to the Medicaid Program with subsidies for those with low incomes, by providing a 100 percent tax deduction for the self-employed and others who purchase their own insurance, and by allowing the creation of tax-free Medicare accounts to finance health care.

The proposal makes it easier for employers, particularly small employers, to obtain insurance for their employees by removing impediments to group purchasing arrangements, and through insurance reforms that stabilize premiums and require insurers to offer a choice of plans.

The Affordable Health Care Now Act would put the brakes on cost increases through malpractice reforms, administrative reforms, anti-trust reforms, stronger anti-fraud statutes, Medicaid flexibility for the states, and, of course, encouraging the many community-based reforms that are already working to bring down costs.

Because this proposal focuses on fixing the areas of our health care system that need repair, not the imposition of an all-encompassing



House Minority Leader  
Robert H. Michel (R-Ill.)

government-run system, it does not by its nature address all the health issues counties or other levels of government may deal with. We believe that health care is best provided on a people-to-people basis, with decisions and programs taking place on levels as close to the people as possible. Consequently, many of the programs currently being undertaken at the county level would continue unimpeded by the Affordable Health Care Now Act.

Overall, this proposal will have a positive impact on health care for the currently uninsured and underinsured in all counties, thereby assisting the counties with the cost of health care they provide these individuals.

**County News:** As providers of health to the uninsured, counties serve people in jail and undocumented immigrants. How does your plan affect these populations?

**Answer:** The public health activities cited in the question would continue to be handled through current programs addressing those activities. They are basically outside the purview of H.R. 3080.

**County News:** County governments are major employers and provide their employees with health coverage. Are there any requirements that public employers must follow which differ from private employers (e.g., ability to self-insure, caps on premiums as percent of payroll)?

**Answer:** County facilities and programs providing health care and treatment to low-income individuals would continue to play an important role under H.R. 3080. In fact, the bill would expand facilities along this line by doubling federal funding for community health centers. Additional insurance coverage provided through places of employment and the Medicaid Program will help to cover the cost of these facilities.

**County News:** County governments are often responsible for providing health services to the uninsured through their public hospitals, public health clinics, and mental health and substance abuse treatment facilities. Under a reformed system, these facilities would either be folded into the overall system or would no longer provide the significant level of indigent care they currently provide. How does your plan assist these facilities while the system transitions to reform?

**Answer:** H.R. 3080 does not affect these populations.

**County News:** Some individuals that counties serve need special services to access needed health care (e.g., transportation, translation, child care). How does your plan address these needs?

**Answer:** It does not provide additional funds for the particular services cited.

**County News:** How does your plan support public health? Does it recognize "core functions," such as monitoring and protecting the entire community against communicable disease, ensuring safe food and water and health education? Are there initiatives to address diseases of major regional or national significance?

**Answer:** No. H.R. 3080 does not require or make changes in public employee insurance programs.

**County News:** How is your plan financed? Are there requirements for counties to maintain levels of financial effort?

**Answer:** H.R. 3080 has minimal costs and is the only reform proposal that does not institute a new entitlement program. It does not impose any new mandates on the counties.

## American Health Security Act S. 491

**County News:** As providers of health to the uninsured, counties serve people in jail and undocumented immigrants. How does your plan affect these populations?

**Answer:** The American Health Security Act (AHSA) (S. 491) provides universal health care coverage to every individual who is a citizen, national or lawful resident alien of the United States, and thus would cover people in jail. Undocumented immigrants may be eligible for coverage at the discretion of the state health security program. The coverage of these individuals remains a major issue that counties, states and the federal government will have to address.

**County News:** County governments are major employers and provide their employees with health coverage. Are there any requirements that public employers must follow which differ from private employers (e.g., ability to self-insure, caps on premiums as percent of payroll)?

**Answer:** No, there are no separate provisions. The AHSA provides equal, high-quality coverage for all. By presenting a health care card to the caregiver of his or her choice, everyone is entitled service with no individual premium payments, deductibles or co-payments. The AHSA calls for a single, publicly funded system for financing health care.

**County News:** County governments are often responsible for providing health services to the uninsured through their public hospitals, public health clinics, and mental health and substance abuse treatment facilities. Under a reformed system, these facilities would either be folded into the overall system or would no longer provide the significant level of indigent care they currently provide. How does your plan assist these facilities while the system transitions to reform?

**Answer:** Our bill specifically doubles funds currently set aside to support the public health infrastructure through existing Title III essential providers, including community mental health services, substance abuse treatment facilities, and community care programs such as those supported by the maternal and child health block grants.

**County News:** Some individuals that counties serve need special services to access needed health care (e.g., transportation, translation, child care). How does your plan address these needs?



Senator Paul Wellstone  
(D-Minn.)

**Answer:** Needed special services such as transportation, translation and child care are fully covered.

**County News:** How does your plan support public health? Does it recognize "core functions," such as monitoring and protecting the entire community against communicable disease, ensuring safe food and water and health education? Are there initiatives to address diseases of major regional or national significance?

**Answer:** Public health and its "core functions" are supported directly and specifically in the AHSA. States are encouraged to work with each other and with local health departments to develop initiatives that address public health concerns particular to their region.

**County News:** How is your plan financed? Are there requirements for counties to maintain levels of financial effort?

**Answer:** There is no specific maintenance-of-effort requirement for counties. The AHSA is funded via public revenues that are distributed to health security programs in each state. States are required to contribute for a portion of health care expenses, determined by a formula. It requires states to contribute a certain level to cover health care expenses. A key feature of public funding is the drastic reduction in administrative costs that waste 20 percent of the health care dollar in the United States. By cutting waste in administrative costs, more funds will be available to counties to support and focus on services for areas of need.



# Radon Project, Employment and Training Program join forces to empower youth

By Lou Witt  
research associate

**The Radon Prevention/Summer Youth Initiative is designed to place disadvantaged youths in a non-traditional "learning-rich" worksite environment within the county's radon program.**

worksite environment within the county's radon program. Unique features of the initiative include:

- integrating learning into all aspects of work
- applying total quality management principles, and
- linking career training, environmental awareness and com-

munity service.

The youths would be responsible for developing and implementing their own projects within the workplan of the county's radon program. It calls for a continual collaboration between the county's summer youth coordinators and radon program

director to establish activity guidelines and monitor the youths' progress.

Four counties have been chosen from the NACo Radon Model Counties Program to participate as demonstration sites. They are: Erie County, N.Y.; Fulton County, Ga.; Hennepin County, Minn.; and Jefferson County, Colo.

NACo staff and Lori Strumpf of the Center for Remediation Design will work with each county to tailor their radon prevention/summer youth programs to the specific needs of the county. They will also provide on-site coordinator train-

ing and support.

Based on the results from the initial demonstration sites, there are plans to expand the youths' involvement into a broader range of environmental health issues and remedial activities. Additionally, a year-round community service component is being considered.

For more information on the Radon Prevention/Summer Youth Initiative, contact Jerry McNeil, NACo Environmental Programs, 202/942-4237, or Neil Bomberg, NACo Employment and Training, 202/942-4205.

# Managed care: Is it good medicine for long-term care?

By Mary Uyeda  
director  
County Health Policy Project

some areas, but not everywhere. "In rural America, we tend to take care of people at home as long as possible. We only want to use hospitals and nursing homes when absolutely necessary."

Gerry Betters, administrator of Pinecrest Medical Facility, Menominee County, Mich., said that his concern is getting state waivers so that counties can adapt to the new challenges. "I know we can compete," says Betters, "and there will be people who will be left out of the system that we still have to care for."

"In a way, it makes good business sense, I guess," Tom

Laughlin observes. Laughlin, aging board administrator, Jefferson Parish (La.) Council on Aging, adds, "We don't really know what difference it makes on a personal level for people we do see and must see in the county programs. In the best system, it should delay, and maybe prevent, the onset of acute episodes that require hospital and nursing home care. We just need to be sure we know how to make that happen."

For those interested in the impact of managed care on long-term care, the County Health Policy Project is sponsoring a special pre-Legisla-

tive Conference seminar, March 4, noon-5 p.m.

It will be conducted by the User Liaison Program (ULP) of the U.S. Public Health Agency for Health Care Policy and Research (AHCPR), a program that specializes in translating research for policy-makers. The addition of county program professionals to the agenda will provide "hands-on" examples of innovations, frustrations and reform challenges.

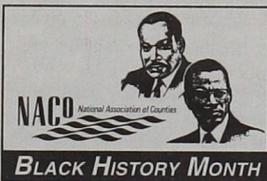
Previous ULP sessions were described as "the most fruitful and informative sessions I can recall," said Commissioner

Diane Ahrens, Ramsey County, Minn. "County commissioners from all across the land said they were ... the best workshops they had ever attended," Commissioner Marilyn Krueger, St. Louis County, Minn., wrote in a letter to AHCPR's administrator.

The seminar is reserved for Legislative Conference registrants, and limited to the first 60 persons to sign up by Feb. 18. For more information, contact Mary Uyeda, director, NACo/County Health Policy Project, 202/942-4257, or fax your name, county, address, and phone and fax numbers to 202/737-0480.

# NACo to expand Black History Month celebration

By Cynthia Featherson  
NACo Black History  
Month Committee



**Black History Month has become a NACo February tradition.**

be limited next year in our capabilities, we are planning for the 1995 NACo celebration of Black History Month now!

The 1995 celebration will include *County News* articles highlighting African Americans in county government. We'd like to solicit information from your county highlighting African Americans who are or were "firsts" or "onlys," and involved with county government.

*County News* will publish a synopsis of their accomplishments.

Should the response be overwhelming, *County News* will run a special Black History Month insert in one of the February 1994 issues.

To help you get started gathering your information, here are a

few "Black Facts" that we will be using in our 1994 quiz. This list features African American firsts in county, state and federal government. All references for this list were gathered from the "Black History" Publication Series, Empak Publishing, and are

not considered inclusive or exhaustive.

We have not included current African Americans who lay claim to "firsts" and "only" prominence because we want that information to come from county governments to ensure the accuracy and

integrity of the data provided.

Please send your information to Cynthia Featherson at the NACo office, or fax her your information at 202/737-0480. Questions and/or comments should be directed to Cynthia at 202/942-4221.

## African American "firsts" in politics

**Edward W. Brooke** (1919- ) became the first African American elected to the U.S. Senate in this century. Prior to his successful Senate bid, **Brooke** had waged losing efforts in bids for Massachusetts general court judge (1950), and Massachusetts secretary of state (1960). In 1962, **Brooke** won by more than 200,000 votes and became state attorney general.

**Yvonne Brathwaite Burke** (1932- ) became the first woman elected to Congress from California in 20 years and the first African American woman ever elected to the U.S. House of Representatives from California in 1972. **Burke** has also represented California as an assemblyman (1966-1972) and Los Angeles County as supervisor, Fourth District (1979-1980). **Burke** is currently a Second District Los Angeles County supervisor.

**Oscar S. DePriest** (1871-1951) became the first African American congressman elected to Congress in the 20th Century (1928)

and also the first African American congressman elected from the North. In 1904, **DePriest** won his first election at age 33 and served as Cook County commissioner until 1908. In 1915, he became Chicago's first African American alderman.

In 1934, **DePriest** was defeated in his re-election bid and lost his congressional seat to Arthur W. Mitchell, also an African American. The Chicago City Council re-elected **DePriest** in 1943.



**John Mercer Langston** (1829-1897) achieved status and recognition as the first African American elected to public office in the United States. In 1855, he was elected clerk of an Ohio township.

Born in Louisa County, Va., **Langston** was educated in Ohio and served as the minister-resident and consul-general to Haiti in 1877 as well as charge d'affaires to the Dominican Republic. Virginia provided the setting when he announced his candidacy for the U.S. House of Representatives. The U.S. House of Representatives and the 51st Congress voted to seat **Langston** on Sept. 23, 1890.

# Delinquency prevention efforts pay off in Texas

By Tom Goodman  
public affairs director

A 14-year-old boy was shot and killed in the parking lot of a bar at 2 a.m. on Jan. 21 in San Antonio, Texas — the morning after NACo's Children's Initiative Task Force held a public forum in San Antonio to discuss children's issues and find ways to end the violence.

The murder, the result of an argument that began in the bar either over a girlfriend or a drug sale, had everyone asking the same question: What is a 14-year-old boy doing in a bar at 2 a.m. His death is emblematic of the problems facing San Antonio, as well as nearly every community in the country, despite some very successful youth programs.

Young people are involved with gangs and dying from violence and drugs, and being arrested at alarming rates. In Texas, violent juvenile crime has increased 171 percent over the last five years.

That is why Bexar County (San Antonio) Judge Cyndi Taylor Krier in her opening statement at the January 20 forum urged all participants to speak with Texas candor, not just about the positive programs that are helping youth, but also about the problems that still exist. And everyone did just that.

The public forum, led by NACo President Barbara Sheen Todd; Task Force Chair Barbara Shipnuck, supervisor, Monterey County, Calif.; NACo Board Member Katie Dixon, recorder, Salt Lake County, Utah; and Jim Mills, executive director of the Pinellas County, (Fla.) Juvenile Welfare Board, was an open discussion of children's issues and programs in Texas and one successful program from nearby Arkansas. The exchange of ideas and views, plus a tour of program centers and San



Photo by Tom Goodman

**James Carter (center), program development manager, Prevention Institute, Pulaski County, Ark., explains to the Children's Initiative Task Force how his county's youth program, Our Club, has provided a positive outlet and learning experience for young people. Listening to his presentation at the Jan. 20 public forum are: (from left) Sergio Soto, Youth Initiative manager, San Antonio, Texas; Ellen Ingram, director of development and communication, Communities in Schools, San Antonio/Bexar County; Carter; Linda Glessner, USAA, San Antonio; and John Stephens, executive director, Texas Business and Education Coalition.**

Antonio's neighborhoods — even passing by the bar where the murder occurred — gave the task force a glimpse of successes and areas where work still needs to be done.

Leading the Texas charge of forthrightness was Texas Association of Counties President and Swisher County Judge Jay Johnson. Johnson said part of the problems have occurred because of a lack of cooperation among different levels of government, turf battles and problems within communities.

"Where do kids go wrong?"

Johnson asked. "It's in our communities — then there must be something wrong with our communities."

"We've got to change," Johnson said and begin to "plan and spend smarter." There must be a balanced approach that includes corrections and prevention and intervention programs, he maintained.

Johnson said programs must be initiated for all children to provide positive leisure activities, build

self-esteem, teach parenting skills, show ways to succeed, and offer non-judgmental abstinence and birth control counseling. Disadvantaged children must be taught the same as advantaged children, he said.

Additionally, each county judge and commissioner have an aide assigned to work on children's issues.

The task force learned that the situation facing state correctional officials has produced converts

**"We have to redirect our country to do more for children — everything is geared for adults."**

Ralph Bender  
chair, Success by Six

"We're all going to have to work together," he said. "We're all going to have to put money in the pot" to make it happen.

One Texas County that has a priority for children's programs is Harris County. Mary Anne Whitfield, deputy director, Harris County Children's Protective Services, said Harris puts more funding into children's services than all other Texas counties combined.

to the need for prevention programs. Steve Bonnell, director of special projects, Texas Juvenile Probation Commission, said he has become a "born-again prevention agent."

"We are reaching a situation of critical mass," Bonnell said. "We don't have the money to arrest and jail more and more people."

Adrian Moore, regional director of the Texas Youth Commission —

the state's correctional department for juveniles — said, "My view is that we should all do prevention public and private organizations the youth commission, the probation department, and the health and human services department."

San Antonio does have successful prevention programs, whose representatives participated in the forum: Advance, San Antonio Fighting Back, the Casey Family Project and Success by Six, which is part of San Antonio 2000. Ralph Bender, chair of Success by Six said children are the most neglected group in our country. "We have to redirect our country to do more for children — everything is geared for adults," he said.

Bender said the mission of San Antonio 2000 is to make the best city in the nation for children. "I do not think it will be the best city for everyone."

Another successful program called Our Club, was presented by James Carter, program development manager, Prevention Institute, Pulaski County (Little Rock, Ark.). This program was developed in Pulaski to encourage at-risk children, youth and their parents to participate in self- and community improvement programs and to develop job skills. Our Club dollars can be earned by documented participation in institute-approved services and activities such as community service, tutoring, working as a mentor with young children, maintaining or improving grades, participating in job and life skills development programs. Our Club members can redeem their "dollars" at Our Club Malls, where they can "buy" goods and services donated by businesses, churches and other groups.

Other speakers included representatives from educational organizations, the business community and the city of San Antonio.

## SUPERFUND from page 5

ing legal battle, the federal district court ruled that the local governments could not be held responsible for contribution for cleanup costs because the hazardous substances found in the landfills had not been traced specifically to the waste disposed of by the municipalities. The court also said that the evidence presented did not prove that any hazardous substances had been released into the environment.

The judge rejected evidence presented by Murtha and the other PRPs based on expert testimony, including a list of hazardous substances found in a variety of common products contained routinely in the waste streams of typical households, commercial establishments, institutions and industries.

"Saying that the coalition relied on a generic study of municipal waste, Judge Peter C. Dorsey

stated that "[t]here is no direct evidence that any municipality's disposal contained particularly identified [hazardous substances]... [the expert's] findings were at once secondhand and factually sparse."

In addition, the court held that contribution liability for disposal only can be based on the disposal of substances designated as hazardous by EPA, not on the disposal of items that merely contain components or elements which have been designated as hazardous.

The fact that municipal solid waste contains items made with or incorporating components or elements which are considered to be hazardous substances "is not a sufficient basis for finding that disposal of such waste constitutes disposal of [hazardous

substances]."

Judge Dorsey's ruling indicates that the assignment of contribution liability to municipal waste generators conflicts with EPA's Municipal Settlement Policy, which provides that a municipal waste generator would not be designated as a PRP unless there is evidence that its waste — deposited at the site in question — contained specific hazardous substances.

If the ruling stands, future PRPs will have to make detailed charges of which wastes belonged to which parties at a site, in order to successfully bring an action for contribution under Superfund.

### Related ruling

On Jan. 13, the same court issued a supplementary order

preventing the coalition from covering contribution costs from more than 1,000 homeowners and additional small businesses that sent trash to the landfills. The order relied on the Dec. 20 decision that liability could not be predicated on generic studies of the composition of municipal waste.

The PRPs in the Murtha case are expected to appeal the district court's ruling.

(Barbara Paley is an associate the law firm of Cutler, Stanfield, Cutler & Stanfield, which represents public sector entities where private clients in matters dealing with the Resource Conservation and Recovery Act, Superfund, Clean Water Act, and other environmental and land use concerns.)

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# Airport conference examines revenue diversion

By Robert J. Fogel  
associate legislative director

A number of major airports have been recently pitted against the airline industry over whether airport revenues can be used on off-airport projects and for non-airport uses.

Money issues such as this were the major topics addressed at the first-ever AeroPolitical Forum, held in Salt Lake City, Utah on Jan. 13-14. The conference was organized by the Airports Council International and sponsored by NACo, the U.S. Conference of Mayors and the National League of Cities.

Substantial discussion took place about the City of Los Angeles' proposal to divert airport revenue to the city general fund coffers. While this is not likely to happen in the near term because it is illegal, according to the U.S. Department of Transportation, it is an issue that is very likely to come up again in Los Angeles and other areas.

In New York City, many people would like to see airport fees used to build a subway system to serve LaGuardia and Kennedy airports. The operators of those airports, the NY-NJ Port Authority, believe that it makes sense to use airport fees not just to build runways and terminals, but also to build facilities to get people and freight to and from the airports. In both the L.A. and New York cases, the airline industry opposes what it views as diversion of airport revenue to off or non-airport uses.

Many local elected officials view airports as major economic engines in their communities. Clark County (Nev.) Commissioner Thalia Dondero told the conferees of the experience in developing the Las Vegas airport and how closely it is related to the booming economy of Clark County. Representatives from United Parcel Service (UPS) and Louisville, Ky. talked about how much cooperation between the local governments and industry has meant to the expansion of their airport and economy. UPS uses the Louisville airport as a major distribution center and employs many people at that facility.

By giving citizens plenty of advanced information about airport expansion projects, the likelihood of success is increased.

Elected officials from the Dallas, Texas and St. Louis, Mo. area related opposite experiences where the failure of airport authorities to inform the public of expansion projects and keeping elected officials out of the planning process has only led to opposition, and in some cases lawsuits.

The forum brought together lo-

## Many local elected officials view airports as major economic engines in their communities.

cal elected officials, airport managers, representatives from the airline industry, and representatives from Congress and the U.S. Department of Transportation.

Representing NACo on the panel discussions were Commissioner Dondero; Commissioner



Photo by Bob Fogel

Representing NACo at the AeroPolitical Forum were: (l-r) Commissioners Randy Horiuchi, Salt Lake County, Utah; John Dowlin, Hamilton County, Ohio; Thalia Dondero, Clark County, Nev.; and Dennis Powers, Oakland County, Mich.

Randy Horiuchi, Salt Lake County, Utah; and Commissioner Dennis Powers, Oakland County, Mich. Both Clark and Oakland are among the counties, including Dade, Allegheny, Milwaukee and Wayne, which own and operate one-third of the major airports in the United States.

Because of the success of this conference, the Airports Council is considering holding a similar conference next year. If county officials are interested, please contact Bob Fogel at NACo at 202/942-4217.

# FCC holding regional seminars on cable consumer protection act

The Federal Communications Commission (FCC) is holding a series of regional seminars on implementation of the Cable Television Consumer Protection Act of 1992.

Each two-and-a-half-day seminar will include a half-day, get-acquainted session with FCC field office personnel and a one-day session for state and local regulatory officials. Another full day will be held for consumer protection officials and organizations.

The seminars will focus on the certification process for local franchising authorities, rate regulation, the complaint process, must-carry programming and retransmission consent agreements, among other topics.

Participants may register on a first-come, first-served basis for any of the dates and sites outlined below.

Each seminar is free of charge, but PRE-REGISTRATION IS MANDATORY. Hotel accom-

modations, if needed, must be made directly with the hotel.

Registration form (reprinted below) should be mailed or faxed to the site location contact person.

## Registration Form

### FCC Cable Consumer Protection Act Seminar

Complete this form for each individual from your office or agency (photocopies accepted) and mail or fax to the site contact person. Registration is on a first-come, first-served basis. Please use the name and title you want to appear on your badge.

You will receive additional information once your registration form is received.

Please print or type:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Office/Agency/Organization: \_\_\_\_\_

Profession: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ FAX: \_\_\_\_\_

Date/s you will attend: \_\_\_\_\_

If you represent a franchising authority, has your community filed for certification?

YES  NO  Not Applicable

Will you be representing:

State/Local Government: \_\_\_\_\_ Consumer Organization: \_\_\_\_\_ Congressional Office: \_\_\_\_\_

| SITE/HOTEL   | DATE               | REGISTRATION DEADLINE | SITE CONTACT   |
|--|--------------------|-----------------------|--|
| <b>Atlanta Region</b><br>Atlanta, Ga.<br>Doubletree Motel<br>Seven Concourse Parkway<br>Atlanta, GA 30328<br>404/395-3900            | <b>March 1-3</b>   | <b>Feb. 15</b>        | <b>Rose T. Bond</b><br>FCC<br>3575 Koger Blvd., Suite 320<br>Duluth, GA 30136<br>Phone: 404/279-4621<br>FAX: 404/279-4633            |
| <b>Boston Region</b><br>Boston, Mass.<br>Boston Park Plaza Hotel Towers<br>64 Arlington St.<br>Boston, MA 02116-3912<br>800/966-7926 | <b>March 8-10</b>  | <b>Feb. 22</b>        | <b>Fran Renehan</b><br>FCC<br>One Batterymarch Park<br>Quincy, MA 02169-7495<br>Phone: 617/770-4023 #7<br>FAX: 617/770-2408          |
| <b>Chicago Region</b><br>Chicago, Ill.<br>Clarion Hotel<br>6810 N. Mannheim<br>Rosemont, IL 60018<br>708/297-8464                    | <b>March 15-17</b> | <b>March 1</b>        | <b>Chris Jelinek</b><br>FCC<br>1550 Northwest Highway, Suite 306<br>Park Ridge, IL 60068<br>Phone: 708/298-5401<br>FAX: 708/298-5403 |
| <b>Kansas City Region</b><br>Kansas City, Mo.<br>Park Place Hotel<br>1601 N. Universal Ave.<br>Kansas City, MO 64120<br>800/821-8532 | <b>March 22-24</b> | <b>March 8</b>        | <b>Karen Raines</b><br>FCC<br>8800 E. 63rd St., Suite 320<br>Kansas City, MO 64133<br>Phone: 816/353-8201<br>FAX: 816/353-0611       |

# VOLUNTEERS & COUNTIES

## Support from county leaders: key to successful programs

By Peter Lane  
research assistant

Volunteer programs are playing a greater role in county government as elected officials and administrators recognize the potential benefits to their community.

Counties not only benefit by tapping into the skills and experiences of their citizenry to expand much needed services, but the volunteers themselves become active and knowledgeable participants in local government.

People are part of government rather than seeing themselves as separate from it.

With proper planning and support from county leaders, volunteer programs can be a vital link between government and local citizens.

According to Jean Berg, volunteer coordinator for Arlington County, Va., that planning is crucial. "County officials often say to me, 'I'd like volunteers to work in my county — how do I get them?'" explains Berg. "Well, it's just not that simple. I back them up a little and try to get them to think about things like procedures, staff support and acceptance, a budget, legal issues, and a host of other things that successful county programs must consider."

### Chesterfield County, Va.

While there are potential roadblocks, with a little time and effort in the beginning, the rewards can be great. Ten years ago, Chesterfield County, Va. began its program, and today, volunteers provide more than \$400,000 worth of service. While the county utilizes volunteers in some of the more traditional roles, such as helping at nursing homes and libraries, it has also tapped into the talents of its citizenry by employing volunteers as Vietnamese language

interpreters, photographers and financial counselors.

"I think we have a good program because it's meaningful to both the volunteers and county staff," says Doris DeHart, assistant county administrator. DeHart also cites the importance of established procedures and policies that she says really aren't much different from personnel management.

That includes things like job descriptions, applications, evaluations and consultation with the county's risk manager. "We couldn't run some of our programs without volunteers," says DeHart. "We have strong backing from our board of supervisors — any county thinking of starting a volunteer program will really need that support, too."

### Mohave County, Ariz.

During the summer of 1992, the Mohave County (Ariz.) Board of Supervisors endorsed the idea of county volunteers by approving a budget for the development of a program. Six months later, Suzi Duranceau, volunteer coordinator, presented the board with a volunteer plan that outlined the rationale for such a program, the recruitment process, volunteer requirements, and how it would be organized (including an advisory committee).

"It's taken time to get things really going," explains Duranceau. "But in only a year the community response has been great and people are very much aware of the program."

Supervisor Pat Holt was one of the driving forces behind the initiative to start the Mohave County volunteer program. She attended a workshop on volunteerism at a NACo Legislative Conference and, armed with energy and ideas, convinced other members on the board of the potential benefits.

"I knew that properly trained vol-



(Left) A volunteer with Project Family, an infant stimulation and parenting education program, meets with families in Arlington County, Va.

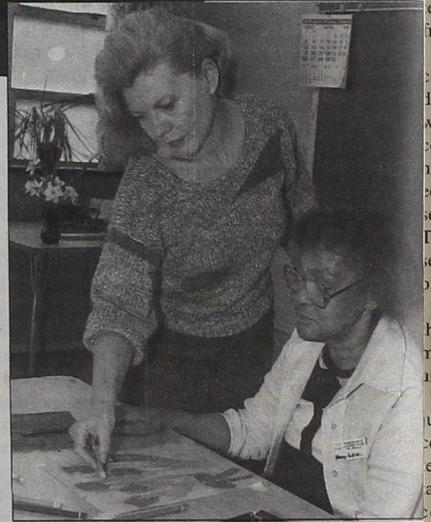
unteers could be a great asset to the county," says Supervisor Holt. "In just one year they have helped with a health survey and answered people's questions about property tax law." Her hope is that volunteers will soon be staffing an information booth at the county courthouse to direct people where to go for assistance.

### James City/County, Va.

In James City/County, Va., the county volunteer program has been in existence for six years. Since that time, the number of volunteer hours donated per year has increased from 7,236 to 53,489.

Like her colleagues, Volunteer Services Coordinator Caroline Rhodes believes planning and organization is one reason for their success. "Our policies parallel many of our paid employee personnel policies and we have written procedures on interviewing and placement so that staff knows who is responsible for what," says Rhodes. And like paid staff, volunteers are also covered by the county's insurance

(Right) An Arlington County, Va. volunteer assists the elderly at the Madison Adult Day Health Care Center.



policy in case of an accident (see related article on p. 9).

Rhodes admits that there are still challenges even after six years. "It's important to work with staff so they realize the benefits of volunteers and understand that it will take some time and effort," explains Rhodes. "Right now I'm working so that staff see volunteers not just in minor

roles. We have lots of retired professionals in the county with skills they think the county could really use."

Above all, Rhodes believes success rests mainly on the support of administrators and elected officials. Without a budget and staff person dedicated to volunteer coordination, the program will lack the credibility it needs and deserves.

## Grants coming on-line for America's service corps

By Peter Lane  
research assistant

The Corporation for National and Community Service (CNCS), created when President Clinton

signed into law the National and Community Service Trust Act of 1993, has begun releasing information about applying for funds through its national and community service grant programs, known as AmeriCorps.

Counties are among those eligible to receive grants for programs that meet the nation's education, human, public safety and environmental needs through direct, community-based service.

CNCS will allocate grant funds, approximately \$155.5 million, through state commissions that have been established in all 50 states. Counties must apply for a grant through the state commission.

### Program criteria

Programs must provide direct and demonstrable benefits to the local community. They must also strengthen communities by involving local institutions and participants from all ages, racial or socioeconomic backgrounds. In addition,

selected programs will foster a service ethic and civic responsibility in participants.

For instance, victim assistance programs, community policing or youth service corps are examples of potentially eligible programs in the public safety area. Likewise, programs that provide independent living assistance and health care to homebound elderly, people with disabilities or people with AIDS would also meet the criteria.

Officials stressed that AmeriCorps participants must not displace paid employees or the work of volunteers already in place. Programs must address an unmet need in the community and focus on one of the four national priorities: education, public safety, human

needs or the environment.

### Types of grants available

Programs may apply for planning grants, operating grants or for educational awards only. Counties interested in applying for a grant should look carefully at all of the requirements. For example, there is a five percent cap on administrative costs, and programs will be required to pay 15 percent of the \$7,440 potential living allowance for each full-time participant, or seek support for the cost or all of that cost from a collaborating institution.

If you would like to learn more about establishing an AmeriCorps program, or who your state commission contact is, please call Peter Lane, NACo's Volunteerism Project, 202/942-4288.

### NACo Volunteerism Project

The NACo Volunteerism Project was initiated in 1991 to develop ongoing leadership capability in the establishment and coordination of volunteer programs in county government.

Project staff are available to provide technical assistance to counties interested in setting up a volunteer program as well as conducting training sessions on county volunteerism for state associations.

For more information on the project, please contact Sandra Reinsel Markwood at 202/942-4235 or Peter Lane at 202/942-4288, or write to: NACo Volunteerism Project, c/o NACo, 440 First St., N.W., Washington, DC 20001.

# VOLUNTEERS & COUNTIES



## Planning reduces liability for volunteer programs

By Charles Thompson  
Carroll County, Md.

As the number of county volunteer programs grow, so do concerns about liability for both volunteers and county governments. Volunteers provide a wide variety of crucial county services and often work side-by-side with paid staff. While recognizing the potential benefits of a volunteer program to a community, many county officials also express reluctance.

One of the most common questions asked by county officials who are interested in starting a volunteer program is "What about protecting the county and volunteers from legal action?"

With foresight and planning, a county's liability is greatly reduced and the volunteer program will flourish. The issues facing counties that utilize volunteers are nearly the same as for paid employees. Volunteers can harm themselves and they can harm others. They can impose liability on themselves and they can impose liability on the county government.

The most simple rule to follow, then, is to impose the same risk management controls on the volunteers as on paid employees.

Because volunteers can be injured in the course of their service, counties must determine if a volunteer is capable of performing the task assigned and if the volunteer is covered under the county's worker's compensation laws.

Under some laws, a volunteer may be considered an employee for the purposes of worker's compensation.

Under worker's compensation, there is no question if a county did something wrong, there is only a question of whether the person was employed by the county and whether the person was injured because of that service.

People who are volunteers generally have a paying job elsewhere. Counties can control the loss associated with an injured paid employee through disability plans, sick leave and other benefits, but the volunteer who is incapacitated from work may lose a job and suffer serious loss of benefits.

For example, a little league coach steps in a hole and breaks his leg and can't do his paying job. When setting up a volunteer program, counties must take these potential losses into account.

Volunteers can also injure others in the course of duty so it's important to determine if the volunteer is capable of performing the task without likelihood of injuring others.

An obvious example might be allowing a 10-year-old to direct traffic at a bike race or fireworks

display. A real-life example comes from the county that fired a man for hitting one of the secretaries. Several years later a volunteer in the recreation program hit a child for missing a sign in a baseball game and it turned out to be the same man. Even worse, county staff knew about the prior incident and let him coach anyway.

Instituting a screening process that includes such things as an application, interview, training, and (depending on the job to be performed) even a reference or criminal records check will help eliminate this risk.

Counties also have a responsibility to make sure volunteers are aware of whether or not they are covered for liability. Traditional insurance policies often speak in terms of "employees" and not "volunteers." Providing the coverage is not a county's only concern; for in providing coverage, for in assuming liability, for in implementing a volunteer program, counties broaden their exposure to loss in a way they must control. Control

involves supervision, establishing policies and procedures, and it involves management.

A Tort Claims Act or traditional doctrines of governmental immunity may limit a county's financial exposure. Immunity is a legal doctrine that says that you can't be held responsible for your actions. It doesn't involve an issue of right or wrong, it only involves your status.

If you have immunity, a person cannot recover damages against you. A Tort Claims Act, in many states, provides immunity to volunteers, and to state and local government and their officers and employees; these acts often provide limited immunity in conjunction with limits, or caps, on the damages someone can recover.

Although a county may have immunity, or the benefit of a cap, officials must consider how an event will play out in the media — in other words, to limit the "political exposure." This is yet another reason to plan and manage your program wisely. Employees who treat constituents rudely cause

problems, and so do volunteers.

Leaders in the field of volunteerism also advocate discharging volunteers who are not performing, just as counties must discharge an employee who is not doing his/her job. Proper care and thought should be given to the handling of these actions. Although discharging a volunteer does necessarily impose all the same problems as discharging an employee, there are enough similarities to warrant a well thought out procedure.

Oftentimes counties do not focus on side issues of liability. People often don't expect that income taxes, fair labor standards and the Americans With Disabilities Act (ADA) apply to volunteers. On the contrary, each of these may have an impact on a county volunteer program.

A volunteer may be subject to reporting income and counties may be required to report it under some circumstances. For example, a volunteer senior organizes trips and receives free travel for the effort — this may constitute income and re-

quire reporting. A paid employee cannot volunteer to do a job for the county that is essentially the same job as they are paid to do. Finally, in one of the first cases decided under ADA, a federal court in Arizona decided a volunteer program must meet the act's requirements.

Because of issues such as these, it is very important to have a county volunteer program reviewed by an attorney and a risk manager. They must be comfortable that the county is aware of all the pitfalls the program may create so those issues can be dealt with in advance of them becoming problems.

Utilizing volunteers can be one of the most important programs a county ever creates for the community. The spirit offered by volunteers to bettering the community transcends the task and brings the community together to be supportive of each of its members. It is this spirit that can set people upon a common purpose and reinvigorate a community.

(Thompson is Carroll County (Md.) attorney.)

## NACo survey finds volunteers ante up \$1.8 billion in services for county governments

By Peter Lane  
research assistant

Volunteers donated approximately \$1.8 billion in services to county governments across the country last year, according to a survey conducted by NACo's Volunteerism Project.

Four hundred twenty-five counties from 46 states responded to the survey, undertaken last fall, making it one of the largest samplings ever of volunteer efforts in county government.

### Service area review

The survey looked at volunteer participation in 16 service areas. It found participation highest in fire department and emergency medical services (66 percent) and in services to senior citizens (64 percent).

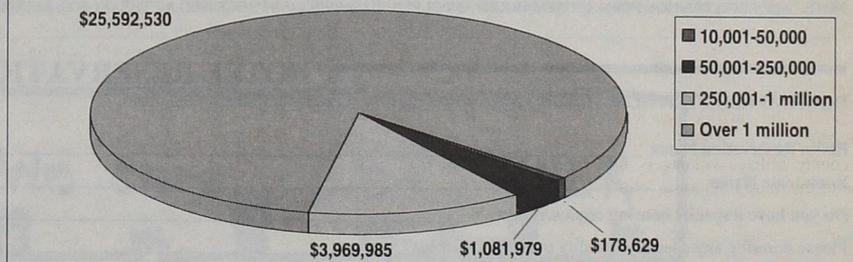
Several other areas also showed significant volunteer use: parks and recreation programs (51 percent), social services (44 percent), public health (42 percent), and environment or recycling programs (37 percent).

### Program structures

Approximately 18 percent of counties that responded have some type of centralized volunteer office, while most programs are managed independently by department with little or no coordination.

In the 395 counties that indicated they utilize volunteers, there are more than 2,700 employees who

Average yearly contribution of volunteer services to counties (by population)



manage volunteers in either a full- or part-time capacity, and an additional 1,400 non-paid volunteer coordinators.

The survey suggests there is room for improvement in all areas of volunteer management and a need for additional support from county governments to their volunteer programs and the staff who are responsible for them, according to Sandra Reinsel Markwood, NACo Volunteerism Project director.

**"Small counties without funds sink or swim on volunteerism."**

NACo survey response

For example, only 55 percent of the programs have some type of volunteer recognition and less than half of those responding have instituted any of the other 10 management practices listed on the survey, she explained. This includes program

evaluation by volunteers (20 percent), volunteer evaluation by staff (25 percent), a volunteer program plan (33 percent), volunteer job descriptions (36 percent) and volunteer training (43 percent). Only 34 percent of responding counties have some type of budget earmarked for volunteer coordination and support.

The survey also asked respondents what their greatest need for assistance is from NACo. The following issues were most frequently noted: liability, recruiting volunteers, volunteer policies and procedures, and estimating the value of volunteer services. These topics will be addressed in future articles and at state association meetings and NACo conference workshops.

A number of county officials commented on the importance of volunteerism in their communities and the many benefits, including increased citizen participation and interest in county government and expansion of services at a low cost.

Wrote one commissioner from a rural county in Washington, "Small counties without funds sink or swim on volunteerism."

The survey was initiated under a grant from the W.K. Kellogg Foundation to document the extent of volunteer efforts in county government, to establish a NACo data base of county volunteer programs, and to determine county needs for assistance in the field of volunteerism. It follows a 1990 NACo survey that illustrated counties' reliance on volunteers and the growth of volunteer programs from 13 percent to 50 percent during the previous five years.

To receive a copy of the volunteerism survey, or for more information about NACo's Volunteerism Project, contact Sandra Reinsel Markwood at 202/942-4235 or Peter Lane at 202/942-4288, or write to: NACo Volunteerism Project, c/o NACo, 440 First St., N.W., Washington, DC 20001.



# Earthquake reminder: need for transit diversity

By Neal R. Peirce  
The Washington Post Writers Group

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

Traffic horrors in the wake of the Los Angeles earthquake provide the latest reminder — as if we needed it — of America's foolhardy course in placing such massive reliance on 3,000-lb. metal boxes, generally occupied by a single passenger, running along and threatening to overrun the giant

ribbons of concrete we have laid down for them.

But some good news has emerged on the transportation front. The Clinton Administration — notwithstanding the tightness of the 1995 fiscal year budget — will recommend full funding for the 1991 Intermodal Surface Transportation Efficiency Act that's known universally as "iced tea" for its acronym, ISTEA.

In one sense, ISTEA is just another highway funding bill and symptomatic of our national problem. But the statute took a massive step toward rationality by rejecting the "highways first and forever" mindset of the Interstate era, oblig-

ing states and metropolitan regions to calculate whether mobility needs can be met better, on occasion, by mass transit or facilities connecting road, rail and air transportation.

Efficiency, environmental soundness and energy savings also figure into ISTEA's criteria. There is even space, under the act, for such transportation-related enhancements as greenways and bike paths, sound mitigation, and historic preservation.

The transit and enhancement features have had a tough time getting attention from state highway and transportation departments — partly because the state bureaucracies are still mired in a highway-

building mentality, but also because in the last two years actual congressional appropriations for ISTEA have come in billions of dollars below the figures authorized in the act. That's given the highway traditionalists a handy argument to say that transit and non-roadway enhancements aren't affordable, that the long chain of standard highway plans in their project pipelines would have to use up all available dollars.

With full funding, the alternative approaches will have a better chance of seeing the light of day. Indeed, under ISTEA's "use it or lose it" provisions, states and regions will have new incentive to get

more of the transit and enhancement projects ready for contract.

Just as important, full funding should make it easier for the promising "civic side" of ISTEA to flourish. ISTEA not only marked the end of the Interstate-building era, but a new focus on communities, quality of life and maintaining the roads the nation had already built.

Planning for new transportation projects was to be shared by the states and so-called metropolitan planning organizations (MPOs). And the law said the public had to be involved from the earliest stages.

See NEAL PEIRCE, page 14

## BUDGET from page 1

Number of civilian federal workers will be 118,000 lower by Sept. 30, 1995 than when President Clinton took office. The president proposes to eliminate an additional 134,000 slots by 2000.

Among the big winners in the budget are transportation programs. Highway funding autho-

rized by the Intermodal Surface Transportation Efficiency Act is expected to be fully funded at an \$18.4 billion obligation level. Full funding also is expected for transit capital grants distributed by formula. Discretionary grants to start or modernize transit systems would not be fully funded,

but would receive a "substantial" amount of money, sources said.

Amtrak would receive a moderate increase in both operating subsidies and capital improvement funds. Funding would be provided to operate the current system, but would allow no new services. This is the first time in more than a de-

cade that any Administration has recommended an increase.

Federal Aviation Administration aviation and airport programs would remain at current funding levels. The agency will make significant personnel cuts to offset inflationary increases.

Head Start, the early intervention

program aimed at preschoolers, is expected to get a sizable increase of close to \$1 billion.

The president also has targeted AIDS research and prevention, childhood immunization, law enforcement, dislocated worker training, and the Jobs Corps as key areas for increased spending.

## EARTHQUAKE from page 1

by securing the human services safety net for health, mental health and social services:

- immediate cleanup and repair of health facilities and implementation of Public Service Employment programs for general cleanup, particularly for the elderly
- mobile response for tempo-

rary shelter and health and mental health services, and

- crisis case management, including expanded community service teams to seek out isolated victims, psychiatric services, payments for living expenses and related services.

### 3) Strengthening community

### public safety services:

- enhanced staffing for emergency operations, crisis intervention, air support, fire fighting and urban search and rescue, and
- reopen regional custody facilities and expand video arraignment program to maintain justice operations.

### 4) Restoration of area transportation networks:

- secure federal emergency funding for reconstruction of damaged highways
- seek regulatory relief to expedite emergency funding, and
- expand county's employee telecommuting system to cushion

the financial impact on isolated citizens and businesses.

"The relationship between the county's earthquake recovery plan and the state's economic vitality is clear," says Reed. "The greater Los Angeles County area is the economic engine that will eventually power statewide recovery."



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# NEAL PEIRCE from page 13

Across the country, there's been uneven MPO performance. U.S. Department of Transportation officials say that in regions accustomed to collaboration, such as San Francisco, Portland, Ore., and Seattle, officials, citizens and advocacy groups have worked smoothly together. The states of Florida and New Jersey did well. Columbus, Ga., used ISTEA money to spark a dramatic remaking of its entire downtown and waterfront.

But performance has generally been spotty. Missouri officials refused to spend a penny on mass transit or transportation enhancements unless Washington funds

ISTEA at 100 percent levels.

In time, all this should improve. ISTEA "is forcing us to act as a region," notes Robert Kochanowski, executive director of the Southwestern Pennsylvania Regional Planning Commission, which includes Pittsburgh. "I can clearly see our region's leaders discussing and giving serious thought to issues that divide them," Kochanowski adds.

One can only hope more and more state governments will shake off their old "concrete first and always" habits and support collaborative planning. That may go against the grain of governors, leg-

islators or highway departments who have pet projects. President Clinton may have trouble getting Congress, too, to back off earmarked highway projects for members' home districts.

But the biggest challenge of all may be to state governments, the big policy innovators of the '80s, to stop dictating and start respecting bottoms-up planning as metropolitan regions try to bolster local economies in the fierce international competition of the '90s and beyond. Few regions will be up to that mark unless they can reduce heavy energy dependence, cut air pollution and become more transit efficient.

Even auto-happy California ought to be able to grasp that. After the destructive Bay Area earthquake of 1989, the BART rapid transit system provided a transit lifeline after freeway segments and sections of the Bay Area Bridge collapsed. San Francisco decided to tear down the Embarcadero Freeway and replace it with a surface boulevard on which a trolley line is planned.

Los Angeles ought to take the monstrous jolt of January '94 as an opportunity for fresh thinking. The region should consider, says Hank Dittmar of the Washington-based Surface Transportation Policy

Project, taking such assets as the publicly owned rail right-of-way that parallels almost the entire length of the damaged Santa Monica Freeway and turning it into a mass transit line.

ISTEA stands for public investment based on that common-sense kind of solution, whether the asphalt and concrete lobbies like it or not. Nobody suggests L.A. will have an autoless future, not for a century or more. But ecology draws immense benefits from diversity. We need to apply the same intelligence to our transportation systems.

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## News from the nation's counties

### North

#### WISCONSIN

• **MILWAUKEE COUNTY** Executive F. Thomas Ament recently signed into law a ban on smoking in most county facilities.

The ordinance, which becomes effective Sept. 1, prohibits the use of any lit tobacco product in enclosed facilities or in vehicles owned or leased by the county. Exceptions may be made for events held in county parks and for a separately ventilated area of the courthouse cafeteria.

"It has been proven that smoking and secondhand smoke are responsible for many illnesses and deaths across America," said Ament. "I firmly believe that the time to enact a smoking ban on county premises is long overdue."

### South

#### GEORGIA

• Citizens in **DEKALB COUNTY** have responded enthusiastically to CEO Liane Levetan's call for volunteers to help the county "do more with less." In fact, volunteers are coordinating the effort by writing a handbook, recruiting other volunteers, making placements, and staffing an office for volunteers.

"In just a few months, volunteers have helped tremendously by freeing up time for staff to accomplish other work," says Levetan.

After several months of planning and establishing program policies, the volunteer office opened last fall and began placing volunteers in clerical, graphic arts and research positions. Plans are now underway for a volunteer program in the parks and recreation department. For more information about DeKalb County's volunteer committee, contact staff liaison Cathy Harris at 404/371-2881.

#### MARYLAND

• **MONTGOMERY COUNTY'S** Ride-On bus system is reaching out to "the next generation of commuters" with a multifaceted promotion campaign aimed at county youths.

"To be a successful society in the future, we absolutely must look to mass transit as our primary mode of transportation," said Gordan Aoyagi, chief of the transportation department's Division of Transit Services. "Our goal with this youth promotion campaign is to drive that

concept home — pun intended — to our young people."

The youth promotion campaign includes: two Ride-On buses that have the words "Don't Let It Pass You By" painted on them, along with logos of a radio station that is highly rated by teenagers in the county; a series of radio promotional spots; special bus maps that highlight popular youth destinations; plans for a "battle of the bands" event; and a high school art contest to promote the transportation and environmental advantages of Ride-On.

• **PRINCE GEORGE'S COUNTY** Executive Parris Glendening recently signed legislation repealing economic sanctions that the county imposed on South Africa.

In a letter to South Africa Ambassador H. H. Schwarz, Glendening wrote, "The county and I are pleased with the recent steps toward political and economic reform in South Af-

rica and we hope that our action will assist the government's efforts to provide economic opportunity for all South Africans."

### Midwest

#### ILLINOIS

• The **COOK COUNTY** Hospital has formed a partnership with local community-based health centers designed to increase access to medical services and enhance coordination of care.

The Physician Referral and Linkage Project is a three-year program that enables the county hospital to refer adult patients to other health centers. The community-based centers can also refer patients to the hospitals subspecialty clinics.

The goal of the project is to strengthen referral relationships between patients and providers while providing the best possible primary care. Physician participants work on a part-time basis at both the hospital and a community-based health center.

### West

#### TEXAS

• Rose W. Washington, New York City commissioner of juvenile justice, will soon be moving to Texas to serve as **DALLAS COUNTY** director of juvenile services.

"Washington is a nationally recognized leader in juvenile justice who can help Dallas County build an effective, innovative program," says Dallas County Judge Lee Jackson. "She turned around one of the nation's toughest detention centers and has been a strong advocate of more effective prevention programs, family preservation and education. This is a real coup for Dallas County."

Washington is the first female to have headed a New York State Division for Youth facility and to serve as executive director of Spofford Juvenile Center, New York City's largest secure juvenile detention facility. She is a member of the Board of Governors of the American Commission on the Status of Women and is active in a variety of other national juvenile organizations.

## More news from ...

**MARYLAND** — When winter storms hit, it's up to local transportation department road crews to clear the streets, and it's up to the information office to get word out to the public about cancellations and changes in government programs and services.

The agencies responsible for these functions in **MONTGOMERY COUNTY** recently combined some state-of-the-art transportation technology with the local government cable television channel to provide better service to residents during the first major snow storm of the season.

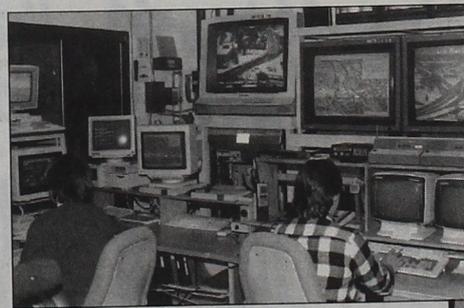
The transportation department was able to broadcast live images of highways and intersections by linking cable television cameras with a computer system designed to control traffic signals. That system includes a video surveillance network of miniature cameras that transmit live images to the transportation management center from various locations throughout the county.

"It's one thing to read about the

'electronic highway,'" said Judi Scioli, director of the Office of Public Information. "It's another thing

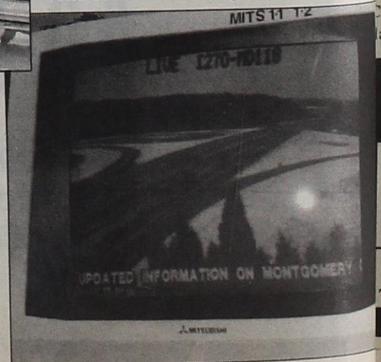
to bring that highway into our citizens' homes. Starting now, anyone with cable television can tune in

during any weather emergency to view traffic conditions throughout the county."



Photos courtesy of Montgomery County Public Information Office

(Left) The heart of the operation is the Montgomery County Department of Transportation's Advanced Transportation Management System (ATMS) located in Executive Office Building in Rockville. ATMS Project Manager Gene Donaldson (left) and Technician John Riehl monitor the county government cable TV channel's coverage of road conditions during a recent snow storm.



(Right) This is one of the scenes that viewers of County Cable 55 received as part of the channel's 24-hour coverage of road and traffic conditions.

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

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# Notices ... notices ... notices

## CONFERENCES

■ **The Department of Veteran Affairs' National Summit on Homelessness Among Veterans** is scheduled for Feb. 24-25 in Washington, D.C. The conference goals include: to raise awareness and understanding of the national tragedy of homelessness among veterans, to identify available and potential resources to support new and existing programs and initiatives to help homeless veterans, and to set the stage for dramatic new progress to end homelessness among veterans as part of the national effort to end all homelessness.

For more information, contact Larry Brennan or Julianne Mimbs at the Georgia CHEP/AHEC by calling 912/277-2795 or 912/277-2704, or fax your name and address to 912/277-2820.

■ **The Urban Land Institute (ULI)** is holding several educational seminars on the securitization of real estate. ULI's education program is designed for all involved in real estate development including attorneys, planners and government officials.

Three of the available seminars are: "Environmentally Sensitive De-

velopment," March 7-8 in Atlanta, Ga.; "Affordable Housing Development," April 7-8 in Washington, D.C.; and "Developing Retail in the Inner City," May 5-6 in Los Angeles, Calif.

For a ULI Education Catalog or specific brochure, call 1/800/321-5011.

■ **The 40th Annual Conference of the American Society on Aging, "Aging: The Next Generation,"** will be held on March 19-22 in San Francisco, Calif.

The conference will have more than 600 presentations in 37 topic areas including the future of entitlement programs for older Americans and the middle-aging of the Baby Boom.

For more information, contact the American Society on Aging, 833 Market St., Suite 511, San Francisco, CA 94103-1824, or call: 415/974-9600, or fax: 415/974-0300.

■ **"Discover the Power: Youth Service for Community Safety,"** the Seventh National Youth Crime Prevention Conference (NYCPC), is set

for March 16-19 in Miami, Fla.

The conference will provide examples of youth-led programs that seek to reduce crime and drugs in the school and community, help young people deal rationally and successfully with community problems, honor young people who are serving their communities, and encourage youth service aimed at reducing crime.

For more information, contact the NYCPC, c/o Youth Crime Watch of America, Dadeland Towers North, Suite 320, 9200 South Dadeland Blvd., Miami, FL 33156-2703, or call: 305/670-2409, or fax: 305/670-3805.

■ **The National Council for Urban Economic Development's (CUED) Annual Conference** is April 17-20 in Philadelphia, Pa.

The conference, *"Making Urban Economies Work: Leading the Transformation,"* will include topics such as: "Innovative Approaches to Workforce Development," "The University's Role in Economic Development," "Attracting and Retaining Technology Businesses to Distressed Communities," and "Urban Medical Centers."

For more information, contact CUED, 1730 K St., N.W., Suite 915, Washington, DC 20006, or call 202/223-4735.

■ **The Solid Waste Association of North America (SWANA)** is holding its 12th annual Virginia Waste Management Conference and Trade Show, April 26-27 in Richmond, Va.

The conference is being offered to address municipal solid waste and hazardous waste issues. In addition, there will be two one-day training courses offered, including "Groundwater Monitoring" and "Managing Landfill Gas."

For more information, contact SWANA at P.O. Box 7219, Silver Spring, MD 20910, or call 301/585-2898.

## PUBLICATIONS

■ **CitiTech Systems, Inc.** announces the first national study ever conducted on city street department operations. It addresses major issues facing the department and outlines what can be done to improve productivity, efficiency and cost-effectiveness.

Three major areas were considered in the study: department and em-

ployee efficiency; project, equipment, repair parts and inventory management; and overall cost-effectiveness.

Copies of the study, conducted by CitiTech Systems, a consultant firm specializing in public works and street department operations, are available at CitiTech, P.O. Box 7626, Rapid City, SD 57709, or call: 605/348-5069, or fax: 605/348-6224.

## AWARD NOMINATIONS

■ **The International City/County Management Association (ICMA)** is now accepting nominations for its 1994 Annual Awards Program.

The award recognizes those members who through excellence and innovation have made an outstanding contribution to professional local government management in communities throughout the world.

ICMA will present awards in 14 categories including Public Safety, International Understanding and Programs for the Disadvantaged.

Complete descriptions and eligibility requirements for each award category can be obtained by contacting Monica Bowman, awards program coordinator, at 202/962-3574. Applications must be received by April 15.

## Job market

**ADMINISTRATOR/SKILLED NURSING HOME—MUSKEGON COUNTY, MICH.:** Attractive Lake Michigan shoreline community seeks Administrator for County owned 218 bed Skilled Nursing Care Home with complete ancillary services. Compensation range of \$45,334 to \$57,843 plus liberal fringe benefit package; beginning salary dependent upon experience and qualifications. Must possess a Bachelor's degree in Business Administration, Public Administration, Health Administration, or closely related field (Master's in Hospital or Nursing Home Administration preferred); have 5 years progressively responsible experience in the field of hospital or nursing home administration and ability to obtain a valid Nursing Home Administrator's License from the State of Michigan. Contact the Muskegon County Personnel Department, Muskegon County Building, 990 Terrace St., Muskegon, MI 49442. Applications accepted until 5:00 p.m., February 25, 1994. An equal opportunity/affirmative action employer.

**COUNTY HIGHWAY ENGINEER — LAPORTE COUNTY, IND.:** The LaPorte County Board of Commissioners is conducting a search for a County Highway Engineer to be hired on or before April 1, 1994. Qualified candidates must be a P.E. in the State of Indiana. Requires experience in road design, construction, maintenance, management and administration of our 1000 miles of county roads. A detailed job description is available on request. Salary range is \$28,000 - \$33,000 plus fringe benefits. Send resume and letter of application to: LaPorte County Board of Commissioners, Court House, LaPorte, Indiana 46350 by March 11, 1994. (219) 326-6808 ext. 229. EOE

**COUNTY ADMINISTRATOR/CONTROLLER — ST. JOSEPH COUNTY, MICH.:** St. Joseph County, Michigan is seeking candidates for an immediate opening; sal-

ary negotiable, depending on qualifications and experience. Bachelor's degree in business administration or public administration required; master's degree preferred. Strong leadership, personnel management, labor relations, planning and economic development, and organizational management skills are highly desirable. EOE. Send resume by 3/15/94 to Recruiting Committee, P.O. Box 277, Centreville, MI 49032.

**DIRECTOR OF PUBLIC AFFAIRS — JEFFERSON COUNTY, COLO.:** Jefferson County, Colorado, seeks to fill the position of Director of Public Affairs, reporting to the County Manager. Jefferson County, located west of Denver, with a population of 465,000, is governed by a Board of County Commissioners, and employs approximately 2100. The Director of Public Affairs will develop, implement and supervise a diverse public information program to maximize communication between the county and the public, and between entities within the county. Requirements: Bachelor's degree in journalism, public relations or communicative arts; minimum of 6 years experience as a hands-on contributor in planning, preparing and personally presenting information to the public through the media; experience as a spokesperson for a significant organization, proven supervisory experience in the public information area; and experience in issue identification, position development and management, and in contract and budget negotiations/or equiv. \$3271 - 3945 per month. A complete Jefferson County application is required for consideration for employment. Call (303) 271-8400 for application. Apply by 3/11/94 to: Jefferson County Personnel, 100 Jefferson County Parkway,

Golden, CO 80419-1520. We are an equal opportunity employer.

**EMERGENCY MANAGEMENT COORDINATOR — JEFFERSON COUNTY, ALA.:** B.S. in public or bus. adm. with 6 yrs. experience in emerg. mgt. opns./disaster wk. or equiv. comb. ed/exp. Exp. must include disaster resp./emerg. recovery opns. adm. & mgt. Prm. def., coord.w/other agencies and the public. Beginning salary dependent on qualifications up to \$40,000. Send resume to: Commissioner Mary M. Buckelew, Rm 211 Jefferson County Courthouse, Birmingham, AL 35263, FAX (205) 325-5840.

**PLANNING DIVISION MANAGER, DEPARTMENT OF COMMUNITY SERVICES — CLARK COUNTY, WASH.:** FILING DEADLINE: February 28, 1994. \$40,152 - \$56,724 Annually DOQ. Professional to manage the Planning Division of the Department of Community Services. Program responsibilities include the following planning units: Mental Health and Resource Management, Developmental Disabilities and Drug and Alcohol. Extensive experience in managing human service programs and services. A Bachelor's degree in

sociology, psychology, public or business administration, or related degree and five to ten years experience including three to five years at a management level. Interested applicants may submit a cover letter describing the nature and scope of your experience in managing human service programs and services and collaborating with other agencies, along with a detailed resume. A Clark County application will also be required to participate in the selection process. For application materials contact: Clark County Human Resources Department, 1013 Franklin Street - PO Box 5000, Vancouver, WA 98666-5000, (206) 737-6018, (206) 737-6032 (TDD). EQUAL OPPORTUNITY EMPLOYER.

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**FAX advertising copy to:** Job Market, *County News*, 202/393-2630.  
 Be sure to include billing information along with copy.  
**For more information,** call *County News*, National Association of Counties, 202/942-4256.

## COMMUNITY DEVELOPMENT DIRECTOR Highlands County, Florida

Challenging, advanced professional career opportunity involving the management of recently reorganized department of 21 employees responsible for planning, building and zoning. Also responsible for coordinating with local economic and development agencies, the local Housing Authorities and oversight of housing grant programs. Applicant should have general knowledge of all the above functional areas, with a specialty in at least one, preferably planning. Must have excellent management and administrative skills, as well as superior written and oral communication skills. Bachelor's Degree in Public or Business Administration, Planning or related field is required, with at least five years of progressively more responsible professional experience. Salary: \$35,143-\$51,116, plus benefits. **Submit resume to Personnel Department, 411 South Eucalyptus Street, Sebring, FL 33870 no later than**



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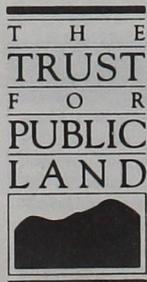
# If We've Done It Once, We've Done It 1000 Times.



Cesar Alonso

The Trust for Public Land was founded to conserve land for people. For over twenty years, we've helped acquire and protect open space for people to enjoy as recreation areas, historic landmarks, and community parks and gardens — more than a thousand in all, and still counting.

We'd like to count on you. For information write: The Trust for Public Land, 116 New Montgomery Street, 4th Floor, San Francisco, CA 94105, or call 1-800-714-LAND.



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