

County News

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Co-sponsors increase on mandate relief proposal

By Larry Jones
associate legislative director

Determined to keep the momentum alive, county officials and mayors across the nation are once again turning up the pressure on their senators and representatives in Washington to get them to co-sponsor NACo-supported mandate relief legislation. The pressure is working.

After only two weeks back in Washington, the Senate bill, S. 993, has picked up two new co-



sponsors. Senators Robert Kerrey (D-Neb.) and Herbert Kohl (D-Wis.) have signed on, bringing total

support in the Senate to 54 members. In the House, three more members have signed on as co-sponsors of

H.R. 140, bringing the new total to 140. The latest members include: Representatives Ralph M. Hall (D-Texas), Jack Quinn (R-N.Y.) and John Tanner (D-Tenn).

The drive for more co-sponsors was stepped up during the first week of February after a vote in the House on an EPA-related issue signaled a victory for state and local governments on the issue of unfunded mandates.

In laying the ground rules for debate on legislation that would elevate the EPA to Cabinet status, the House rejected a measure that

would have prevented members from considering an amendment to the bill requiring a new Cabinet-level EPA to examine the cost and benefit of all new environmental regulations.

Sixty Democrats joined 167 Republicans in voting down the rule. Because environmental regulations account for a large amount of state and local costs for unfunded federal mandates, the vote was viewed as a significant victory for state and local governments.

See **MANDATE RELIEF**, page 8

Clinton budget boosts many local government programs

By Ralph Tabor
legislative director

Considering the spending constraints imposed by last year's budget reconciliation bill, this is a surprisingly good budget for states, counties and cities.

While a number of programs affecting local government would be cut back, many other programs are being increased substantially.

Some of the most significant spending increases, or "investments," are for infrastructure, children, education and job training programs.

The winners

Highway programs authorized by the Intermodal Surface Transportation Efficiency Act (ISTEA) would be fully funded at \$20.3 billion. Mass transit formula capital grants would be increased to \$1.15 billion, a 21 percent increase. The Department of Agriculture's rural development initiative would increase funding for both grant (\$1.15 billion — a 10 percent increase) and loan programs (\$5.7 billion — a 42 percent increase).



The emphasis on children in the budget is shown in increased expenditures for Headstart; Women, Infants and Children, better known as WIC; and immunization programs. Headstart would expand from 750,000 to 840,000 slots, with funding being increased from \$3.33 billion to \$4.03 billion. The WIC Program would be expanded from 6,510,000 to 7,220,000 recipients. Funding would be increased from \$3.21 billion to \$3.56 billion. Immunization funding would be increased from \$528 million to \$888 million. The Ryan White AIDS Program would be increased by \$93 million.

The overall Department of Education budget is to be increased by seven percent, or from \$1.7

billion to \$26.1 billion. Much of the increase would be used to fund the "Goals 2000," Title I,

and the safe and drug-free

See **BUDGET**, page 13

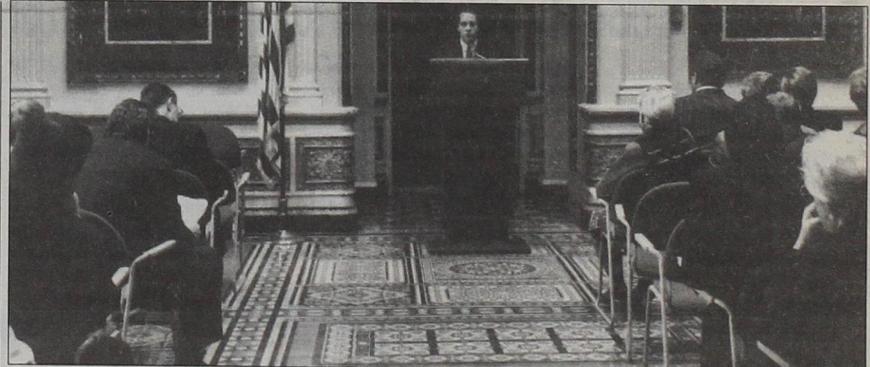


Photo by Jill Conley

At a briefing in the Indian Treaty Room of the Old Executive Office Building, executive assistant to the president for economics, tells state association presidents and executive directors that the balanced budget amendment could be harmful to the national economy if it is passed.

Association execs. fire at Clinton health plan

By Jill Conley
staff writer

Health care reform seemed to be the most pressing issue on the minds of the state association presidents and executive directors who spent

nearly three hours in the Indian Treaty Room of the Old Executive Office Building, Friday, Feb. 4, being briefed by top White House officials and voicing their concerns about some of President Clinton's highest national priorities.

Dr. Richard Kronig, senior policy

analyst for the Health Care Task Force and professor of health policy at the University of San Diego, found himself up against a somewhat fiery barrage of questions about what the president's reform

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New faces, new assignments at NACo.

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Has Dade County, Fla. found the menu for success in dealing with the problems of the homeless? Read Commissioner Alexander Penelas' report on the recipe.



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Los Angeles County's telecommuting program probably didn't need the jolt, but January's earthquake has made a popular program even more in demand. Read about it, as *County News* kicks off its yearlong series on County Innovators.



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Register now for NACo's 59th Annual Conference.

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See how your county's budgeting habits stack up against the most current thinking on the budgeting process.



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Job market

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NACo hopes to send federal regional prison idea up the river

By Donald Murray and Traci Dove

Dauphin County (Pa.) Board Chair Russell Sheaffer called on a House subcommittee, Feb. 10 to design a state and local block grant dedicated to courts and corrections.

Sheaffer spoke in opposition to an Administration proposal to build regional federal prisons.

"State and local officials should set their own priorities based on local needs and availability of resources ... and should not be told by the federal government that their most pressing need is to build more prisons. Yet, that is exactly what the proposed legislation suggests," said Sheaffer, chair of NACo's Subcommittee on Corrections.

He added that spending \$3 billion on a block grant dedicated to courts and corrections programs would be a wiser investment, particularly in light of the Administration's plans to add 100,000 police officers over the next six years.

While Sheaffer acknowledged that community police officers are trained to resolve problems without resorting to arrests, he nevertheless predicted that the infusion of such a large number of police officers would create serious pressures on county courts and correctional agencies as well as on county social services.

"While we agree with President Clinton that we need to be both 'tough



Photo by Donald Murray

Dauphin County (Pa.) Board Chair Russell L. Sheaffer, chair of NACo's Subcommittee on Corrections (left), chats informally with Representative William J. Hughes (D-N.J.) (right), chairman of the House Subcommittee on Intellectual Property and Judicial Administration, and Representative George W. Gekas (R-Pa.) (center), a member of the Crime and Criminal Justice Subcommittee, prior to the hearing.

and smart' in fighting crime, the proposed regional prison provision, in our judgment, fails on both counts," he said. "The fundamental problem is that we have not adequately managed and prioritized existing space. In our view, the federal government should help us accomplish that objective through financial incentives and technical assistance."

Sheaffer also objected to the pro-

posed legislation because it constitutes an unfunded mandate that would require state governments to conform their sentencing practices to that of the federal government. Such a requirement would greatly increase state and county costs, he said.

Citing a letter to President Clinton from the National Conference of State Legislatures (NCSL), he said that NCSL estimated that the \$3 billion

states might receive for regional prisons could actually cost state governments \$12 billion.

To be eligible for the new funds, state governments would need to conform their sentencing practices to those of the federal government. As a result, costs could rise dramatically.

A third objection Sheaffer raised concerned the proposal's primary focus on secure incarceration. Such

a focus distorts the overall needs of the correctional system at the state and local level and ignores community corrections altogether.

"For too many years, the United States has relied almost exclusively on jail and prison confinement to solve its correctional problems. State and counties are currently spending close to \$25 billion on corrections annually," Sheaffer said. "Of this total, 85 percent of the funds are committed to construction and operation expenditures. Only a mere 11 percent is devoted to any form of community corrections, including probation and parole. The remaining four percent is committed to administrative costs."

Given county objections to the proposal, Sheaffer recommended that instead of spending \$3 billion on regional prisons, Congress invest those funds to provide a block grant to state and local governments for court and correctional programs.

"The current block grant program is heavily tilted toward apprehending criminals. With the Administration's planning to add 100,000 new police officers, one can expect that such increases will lead to more arrests, and create very serious demands on local court and correctional agencies," Sheaffer concluded.

(Donald Murray is the NACo associate legislative director, justice and public safety. Traci Dove is NACo's media relations specialist.)

Carey takes county objections to health reform proposals before House committee

By Tom Joseph
associate legislative director

"Counties are not active in health reform because they want to protect their turf. We are involved because we do not want to see the current health system disarray repeated under a new

plan." That was the assessment of Moses Carey, Orange County (N.C.) Commission chairman in his testimony to the House Ways and Means Health Subcommittee, earlier this month.

Carey highlighted four major concerns. He asked committee members to pay particular attention to: the role of counties as providers of medical

care, the lack of coverage of individuals in jail, support for traditional public health functions, and the role of counties as employers.

Carey welcomed the Clinton proposal to designate and guarantee temporary health plan reimbursement to traditional providers of health to the currently uninsured and low-income

"NACo will work to ensure that those who cannot make bail do not lose their coverage."

Moses Carey, Orange County, N.C. Commission chairman

populations. However, he told them of fundamental concerns over the actual operation of the so-called "essential community provider" status.

"We are troubled by the lack of automatic designation of local health departments. Under the plan, many of them should receive designation because they administer federal discretionary programs identified as qualifying for automatic status, yet there is no specific acknowledgment of county facilities," Carey stated.

He added, "More troubling is that no public hospital is automatically designated for guaranteed reimbursement during the five-year transition to reform. Each one will have to apply to the Department of Health and Human Services (HHS) for designation. Clearly, county hospitals are in business to serve low-income persons."

NACo's concerns over the provider designation are grounded in the belief that many of the individuals served by county facilities will continue, in the short run, to go to them for care, regardless of the provider network their new health plan has created.

During the transition, re-creation of today's two-tier delivery system can be partly avoided by creating an essential community provider status

which includes county facilities. However, a recent NACo meeting with Donna Shalala made it clear that HHS prefers to designate county providers through regulation.

Carey voiced dismay at the Clinton plan's denial of health benefits for incarcerated persons. According to the Justice Department, more than 10 percent of individuals in jail are admitted each day. He pointed out that individuals and juveniles in detention facilities would lose coverage. "The Administration is committed to ensuring that health security can never be taken away. NACo will work to ensure that those who cannot make bail do not lose coverage."

Carey closed by arguing for cost-sharing employer equity with the private sector to allow them to continue to insure or be guaranteed that no more than 7.9 percent of their total payroll goes toward meeting their share of the health premium. Committee members responded that the very existence of mandatory alliances is tenuous.

The committee hearing process is winding down, but there is still uncertainty over the timing of legislative action by no fewer than a major House and Senate committee

What's so special about Richland County, Ohio and Somerset County, N.J.?

By Sharon Lawrence
research director

Richland County, Ohio and Somerset County, N. J. earned the distinction of being the first counties to submit applications for the 1994 NACo Achievement Award Program.

Begun in 1973, the NACo Achievement Award Program honors counties for the development of new service delivery programs and for implementing effective management practices. For the 1994 award cycle, nominations are being accepted in 22 categories, including community or economic development, court administration, libraries,

personnel management or employee benefits, and energy conservation or environmental protection.

For the first time in 1994, annual reports, personnel manuals, and policy/research reports also are eligible for the Achievement Award Program. The Richland County Board of Mental Health and Recovery Services took advantage of this program expansion to submit its FY92 annual report for award consideration.

Somerset County submitted two applications. The first took advantage of another new award category — volunteers. That county's application describes a series of activities and initiatives undertaken in 1993 to expand volunteer opportunities

within county government. New budget procedures, which included a new funding process for non-profits, were the subject of the county's second application.

Due to the disruptions caused by weather conditions and natural disasters, the deadline for submitting applications has been extended to March 11, 1994. Award applications must be postmarked by March 11 to ensure consideration. If you don't already have an application form, fax your request to NACo's Research Department at 202/737-0480 or leave a message on the Achievement Award Hotline at 202/942-4280.

Applications will be reviewed by the NACo staff and award winners will be notified in June. Award certificates will be distributed during the 1994 Annual Conference, July 31-Aug. 4 in Clark County (Las Vegas), Nev.

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.

New year brings new staff, assignment changes

Ralph Tabor, NACo's long-time legislative director, will assume a new position next month as director of public policy. Tabor will continue working as a lobbyist and staffing NACo's Taxation and Finance, and Agriculture and Rural Affairs steering committees.

His new responsibilities will include coordinating development of resolutions and policies in the *American County Platform*, assisting the NACo president on steering committee and task force appointments, and coordinating analyses of the federal budget and appropriations.

Tabor has been director of legislative affairs since 1986. He previously had represented a number of counties in Washington, D.C. and had worked for NACo from 1967 to 1977.

Marilina Sanz became NACo's associate legislative director for human services and education this past November. Sanz was a legislative representative in the mayor of New York's Washington office where she served more than five years and covered public assistance, job training and immigration issues.

Prior to her New York City job, she worked for the National Puerto Rican Coalition, a Washington-based, non-profit advocacy group, and lobbied for the governor of Puerto Rico. Sanz is a graduate of the Georgetown University School of Foreign Service. In 1993, she was appointed by then-Governor Doug Wilder to a four-year term on the Virginia Council on Child Care and Early Childhood Programs.

Also in the Legislative Department, **Jeff Arnold** replaces Rick Keister as the associate legislative director for public lands. Keister has been named project



Ralph Tabor



Marilina Sanz



Jeff Arnold



Mary Bewig



Cynthia Schultz



Kelley Mackie

director for the Department of Housing and Urban Development's HOME Project.

Arnold has held positions at the U.S. Department of the Interior and the United States Senate.

At Interior, he served as deputy director for the Office of Congressional and Legislative Affairs. At the Senate, Arnold served as a professional staff member to the Committee on Energy and Natural Resources.

Before joining the committee, he was legislative assistant to Senator Mark Hatfield (R-Ore.). He earned his B.S. in community services from the University of Oregon.

Research Department

Three new employees have been added to the Research Department, signaling NACo's long-range commitment to provide authoritative information about county government to NACo members and the public-at-large.

Mary Bewig comes to NACo after six years as an assistant to the Chatham County (N.C.) manager. In Chatham County, Bewig dealt extensively with budget preparation and also served as the county's personnel officer.

Bewig has a master's in regional planning with a concentration in community and economic development from the University of North Carolina at Chapel Hill. At NACo, Bewig will specialize in financial analysis.

Cynthia Schultz, another county veteran, will concentrate on environmental issues in her research assistant's position. Schultz moves to NACo from the Orange County (N.C.) Planning Department where she worked as a consultant after her graduation from Duke University with a master of public policy degree.

Kelley Mackie joins the Research Department as its human services specialist. Mackie previously served

as a research assistant, focusing on substance abuse and child welfare issues for the Metropolitan Washington Council of Governments. She

has begun work on her master's degree and has a bachelor of arts degree in sociology from George Washington University.



TECHNOLOGY NEWS

Welcome to the fast-paced, millenium-bending world of information technology. Today marks the debut of *Technology News*. This column will appear regularly throughout the year with the purpose of making technology more understandable and helpful to county officials. Each issue will contain **questions or problems** posed by the readers of *County News*, with **answers and sample solutions**.

County News readers can send or fax issues and questions to *Technology News*, c/o *County News*, 440 First St., N.W., Washington, DC 20001, fax: 202/737-0480 for consideration in the *Technology News* column.

County News readers also should look closely at what has been done within their counties. Readers who consider their systems to be especially meritorious in terms of functionality or potential transferability should send a description of the system and the name and phone number of a contact person to *Technology News* at the above address. Appropriate solutions will be featured in future issues of *Technology News*.

Technology News is a service of NACoNET, provided with the belief that NACoNET can help counties address a full range of information technology issues, many of which can best be solved by sharing the information and resources already available in or accessible by counties themselves.

Next issue

The March 21 issue will focus on questions and problems relating to the use of imaging for record-keeping systems. Questions related to imaging should be sent to *Technology News* by March 3.

Future publication schedule

Issue Date
March 21
May 30
June 13
July 25
Sept. 26
Nov. 21
Dec. 19

NACoNET looks forward to sharing solutions and working with you in making *Technology News* a special resource for resolving your information technology issues.

Technology news is sponsored by NACoNET, a joint program of NACo, EDS and The MAXIMA Corp.

NACo gears up to help members with international trade issues

By Haron N. Battle
associate legislative director

Pinellas County, Fla. realized five years ago that in order to expand its economic base, it had to find ways to encourage businesses to develop markets overseas.

Initially, the county established an office in the Netherlands by forming reciprocal relationships with its chamber of commerce.

The venture in the Netherlands was so successful that the county investigated Asian countries roughly two-and-one-half years ago to expand into that region.

Singapore was the most receptive to Pinellas' prospectus. It is already a regional commercial hub, and will expand significantly after Hong Kong becomes part of China. In addition, the United States was Singapore's largest trading partner in 1988.

An international corporation that

is based in Pinellas offered the county space in its Singapore office. The county subsequently developed a contractual relationship with a major distributor of medical products. Since then, during the 11 months of its operation, the Pinellas office has seen 16 county-based businesses export to Singapore.

The potential for expanding this operation is tremendous, says William A. Castoro, director of the county's economic development council, because Singapore has a significant consumer market. According to the State Department, Asian countries overall are developing at a rate of six percent annually.

To build on the success of her county's experience, NACo President Barbara Sheen Todd appointed an International Trade Task Force, headed by Oakland County (Mich.) Commissioner Hubert Price and DeKalb County (Ga.) Executive Liane Levetan.

The task force has launched an

ambitious agenda which begins during the NACo Legislative Conference with a training session on international trade on Friday, March 4, which is open to all conference delegates.

At this session, officials from the Commerce Department, State Department, Export-Import Bank and the Small Business Administration will talk about federal resources for exporting. In addition, successful county export promotion programs will be highlighted.

Last fall, the task force surveyed counties to ascertain interest in seeing NACo expand its export promotion services. The survey, to which 156 counties responded, indicated that a growing number of jurisdictions are involved in trade.

Forty-four percent of the respondents, which included suburban, urban and rural counties, indicated that they provide services to county-based businesses that are interested or active in exporting. These counties

are targeting markets throughout the world: Mexico (18 percent), Canada (15 percent), Japan (12 percent), European communities (11 percent) and Singapore (7 percent).

Services that counties provide, in the order most frequently mentioned, are: 1) identifying potential exporters and encouraging them to explore foreign markets, 2) collecting data on county-based firms involved in international trade, 3) conducting seminars on how to export, 4) maintaining a reference file on exporting, and 5) preparing and distributing written materials or video/audio tapes on how to export.

Ninety-six percent of the counties charge fees for all or some of these services. Sixty-six percent said that seminars on export promotion, such as the one that will be offered during the Legislative Conference, either would be very or somewhat useful.

The International Trade Task Force will review the results of this survey

when it meets during the NACo Legislative Conference. Using the Pinellas operation as a model, the task force will give particular attention to establishing a pilot project in Singapore that concentrates on exporting medical and pharmaceutical supplies.

All of these efforts are consistent with the federal government's emphasis on international trade. President Clinton has pointed out that more than one-half of total U.S. trade is with the Pacific region. The Administration has determined that every \$1 billion of exports creates almost 20,000 new American jobs. These jobs pay higher wages — almost \$3,500 more per year than the average American job, with 2.5 million U.S. jobs dependent upon exports to the Asia-Pacific region.

At a luncheon during the NACo Legislative Conference, Commerce Secretary Ron Brown will elaborate on how counties can increase their effectiveness in global trade.

Dade County offers model to end homelessness

By Alexander Penelas
commissioner, Dade County, Fla.

Homelessness affects all of our communities. In Metropolitan Dade County, with a population of more than two million residents, studies have shown that 6,000-7,000 persons are homeless and live on Dade County's streets.

Of these, approximately 40 percent are families with children, no doubt caused in some part by Hurricane Andrew.

Last year, this community took some bold steps to address our homeless problem and I hope that by sharing some of our ideas with you, we can assist your community in addressing one of modern society's most complex problems.

On July 27, 1993, the Metropolitan Dade County Board of County Commissioners unanimously adopted a plan that could serve as a model system of homeless assistance and care for the entire nation. A first of its kind, the Dade County Homeless Plan consists of three phases that are completely unique to any government program.

The plan addresses the needs of homeless individuals from temporary or emergency care through primary care and permanent housing.

Several pages would be necessary to fully describe our plan, so in the interest of conserving space, I will confine my discussions to two of the three fundamental components: a dedicated funding source and a unique public-private partnership.

Dedicated funding

After receiving authorization from the Florida Legislature during its 1993 session, the Dade County Commission levied a special tax to serve as a dedicated source of funding for homeless programs.

This levy took the form of a one-cent food and beverage tax on all food and beverages sold in restaurants that possess a liquor license and generate more than \$400,000 in gross yearly sales.

The tax was structured in this fashion so that it would not affect smaller restaurants and lower income individuals. It excludes, by



Alexander Penelas
commissioner, Dade County, Fla.

definition, restaurants without a liquor license, such as McDonald's™ and Burger King™, as well as small "mom and pop" operations which generate less than \$400,000 in yearly sales. The tax also excludes take-out purchases in all restaurants.

The legislature, as well as the county commission, believed that those who could afford dinner at expensive restaurants could also afford this small surtax. For example, a bill of \$80 would only cost an additional 80 cents to help fund homeless programs.

It was also demonstrated that a substantial portion of the tax would be collected from tourists patronizing restaurants in our community. The tax was also a way in which restaurant owners, long demanding a solution to the homeless problem, could participate in the solution.

With its levy, Dade County became the first community in the nation to establish a dedicated funding source for homeless programs. The tax is projected to yield approximately \$7.5 million yearly.

The other important component of the plan was the creation of a unique public-private partnership, embracing three significant partners: 1) the public, in the form of the one-cent tax contribution; 2) government through the creation of a quasi-governmental body to administer the plan — the Dade County Homeless Trust; and 3) the private business and service provider communities.

Recognition of government limits

This partnership recognized that government alone cannot solve all of our problems and is definitely not capable of solving this specific problem. As government, we recognize our limitations and built the partnership around the strengths of our three partners.

We called upon our private business partner, a private, not-for-profit organization made up primarily of business leaders and service providers, to do what they do best: raise an additional \$2 million to \$3 million a year from private sources. They would also site and administer the temporary care centers, much like a private business entity would.

In assigning these tasks to the private sector, we also achieved a major accomplishment: we took government out of the temporary shelter business.

We also turned to our other public-private partner, the Dade County Homeless Trust, for help. The trust is a quasi-governmental body representing government, the private sector, service providers, and formerly homeless individuals and their advocates. The trust has several responsibilities, which include administering the overall plan, establishing the community's policy on homelessness, and making budgetary allocations and awards of specific contracts for provisions of services.

These contracts will be awarded by the trust to traditional service providers, pursuant to the guidelines set forth by the plan and after a competitive bid or request for proposal process. By providing for the trust, we created a forum where difficult decisions could be made by individuals who are not as easily influenced by political pressures.

Homelessness is a problem that can be addressed successfully. Government must, however, recognize its limitations and delegate those tasks that it has historically been unable to perform to the private business and service provider community through appropriate partnerships.

A dedicated funding source is important not only as a local contribution, but for the additional financial support it attracts at the

state and federal levels. We as elected officials need to move away from traditional approaches to homelessness, which have failed miserably, and turn to more progressive alternatives. Let's try it, it may just work.

(Alexander Penelas is a member

of the Metropolitan Dade County Commission, representing District 12. He is chairperson of the county commission's Housing and Homeless Committee as well as chair of the Dade County Homeless Trust. He has written this article exclusively for County News.)

NACo on the move

◆ Dallas County (Texas) Treasurer **Bill Melton** has been named chairman of the 1994 National U.S. Savings Bond Committee for County Government. As chairman, Melton is responsible for enhancing and retaining the sale of U.S. Savings Bonds through county agencies across the country.

◆ **Tom Fashingbauer**, director of the Ramsey County (Minn.) Human Services Department, has been selected chair of the National Implementation Strategy Committee for the State and Local Electronic Benefits Transfers Task Force.

◆ On Feb. 1, NACo President **Barbara Todd** took part in a panel discussion at the National Forum on Non-Point Source Pollution, sponsored by the National Geographic Society and The Conservation Fund.

◆ In Colorado Springs, Colo., Environmental Programs Director **Jerry McNeil** attended a meeting of the Radon Community Roundtable Feb. 3, where he gave an overview of the model radon construction standards and code adoption process.

◆ At the Conference of Mayors' Composting Forum, Feb. 10 in Washington, D.C., Research Associate **Naomi Friedman** gave a presentation on wet/dry waste recovery.

◆ Membership Coordinator **Susan Parrish** traveled to the Michigan Association of Counties Legislative Conference in Lansing, earlier this month, to boost NACo membership. Research Assistant **Peter Lane** was also there to promote the NACo Volunteerism Project.

◆ Employment and Training Project Director **Neil Bomberg** was in Lake Lanier Islands, Ga. for the National Association of County Training and Employment Professionals' board meeting, Feb. 5-6.

◆ Congratulations to **Mary Uyeda**, director of NACo's County Health Policy Project, who has received her Ph.D. in health services administration and policy from George Washington University.

County News

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

NACo President: **Barbara Sheen Todd**

Publisher: **Larry Naake**

Public Affairs Director: **G. Thomas Goodman**

Editor: **Beverly Anne Schlotterbeck**

Editorial Staff:

Jill Conley, reporter **Susan D. Grubb**, reporter

Jay Sevidal, graphic artist

Advertising Staff:

Al Junge, Coy & Associates, national accounts representative

55 Forest St., Stamford, CT 06901

203/327-4626 • FAX 203/359-9266

Hallie Townsend, Job Market representative

202/942-4256 • FAX 202/393-2630

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County Innovators:

Governing for tomorrow's needs, today

Costs low, productivity high in L.A.'s telecommuting program

With this feature on Los Angeles County's telecommuting program, *County News* kicks off its year-long series of profiles on county innovators.

Most of the programs that will be highlighted throughout the year have received national recognition from the Innovations in State and Local Government Awards Program, sponsored by Harvard University's John F. Kennedy School of Government and the Ford Foundation.

By Susan D. Grubb
staff writer

Fifteen miles from home to the office. Sounds like a pretty reasonable distance, right? Not if you're Los Angeles (Calif.) resident Donna Haas, whose drive from her Sherman Oaks home to the Los Angeles County Department of Children Services in Van Nuys can take as much as an hour — make that one hour and 15 minutes thanks to last month's earthquake.

Luckily for her, she must make this trek only four days a week. One day a week, Haas, a program specialist for Children's Services, carries her portable phone into her makeshift home office where she writes policy reports on her computer or she sits down at the kitchen table where she'll spread out legislation for analysis.

"I work a lot harder at home," Haas says. There isn't the constant interruption because it's very isolated. ... I'm not watching the clock at home [and asking] When should I hit the freeways? When's the best time? I can work much later — 6, 6:30 sometimes. I don't have a clock on my desk at home."

Haas is one of the more than 2,600 Los Angeles County employees who are part of the county's telecommuting program, which was created in 1989 in response to the air quality and traffic congestion problems in Southern California, as well as the lack of office space. The county has a total of 83,883 employees.

Winner of the Ford Foundation's 1993 Innovations in State and Local Government Award, it has grown into the nation's largest such program. According to Nancy Apeles Eiser, program director, telecommuting employees, ranging from senior executive managers to entry-level clerical staff, are now working either at home, in satellite offices or in neighborhood work centers, one to four days a week.

Telecommuting by the Numbers

Total U.S. Telecommuters	7.6 million
Average Annual Growth Rate	15% per year
Selected Occupational Groups	
All knowledge/information workers	5.6 million
Executives, managers	1.0 million
Teachers	910,000
Engineers, scientists	858,000
Business professionals	812,000

(Data Source: Link Resources Corp.)

Eiser, who works at home two days a week herself, says interest in the program has soared since the earthquake and forecasts that some major commuting routes won't be passable until the end of the year, at the earliest. "I got 43 phone calls the first day," she said.

Haas, who has been at it for a year now, believes the greatest advantages for telecommuters is the reduction of stress. "Morale is higher. They feel they've had a pleasurable experience. ... I feel much more positive about my job."

Working at home, even one day a week, has also saved her some money. "I don't have to buy as many work clothes or lunches," she said, "and I don't worry about a run in my stockings."

There are some disadvantages, she admits. "The isolation goes both ways. You can lose contact with what's going on." Discipline can also be a problem, she added, but "it depends on what I'm working on. There are many ways at the office to avoid what you're working on [too]."

One of the keys to becoming a telecommuter is having a supportive supervisor, which Haas has from her own telecommuting boss. "There has to be a boss who sees the value in it," she said. "She trusts me and that makes me feel good, and that makes for good office morale."

Telecommuters tend to be workaholics

Employees interested in telecommuting can go to the telecommuting coordinator in their department — one has been appointed in each department — to sign up for the program, but they must first get the endorsement of their boss. "The decision ultimately lies with the immediate supervisor," said Eiser.

Telecommuters tend to be workaholics, she said. "They go out of their way to show they're working. They're the cream of the crop. They're the ones that supervisors trust."



Working at home gives Haas the flexibility to work anywhere in the house — even at the kitchen table.

Most jobs or parts of jobs are suitable for telecommuting, she explained. Tasks that are successfully managed are those where the individual already works alone handling information, such as writing, reading, telephoning, computer programming, word processing and data entry.

The county provides training for both the employee and employer in several areas, including how to successfully telecommute and how to manage telecommuters.

One of the problems they've encountered, said Eiser, is the adjustment for managers. "Some managers have the mind-set that people have to report to central headquarters [so the managers can] see them working," she said, and added that managers must learn how to manage by focusing on the quality, quantity and timeliness of the employee's work product.

Savings can be in the millions

Because of tight budgets, Los Angeles County is unable to provide the necessary equipment in most cases, so participants must purchase their own. The county has developed an Employee Computer Purchase Plan, enabling employees to purchase equipment at a 30 percent discount.



Telecommuter Donna Haas works on a policy report at her computer in her home office.

office of the Center for the New West, a non-partisan think tank that has worked with some of the earliest pioneers of telecommuting.

Its future success, he explained, hinges on four drivers:

- 1) the continuing evolution of user-friendly technology
- 2) the changing work force, i.e. the aging of the work force and employer desire to retain workers
- 3) the shrinking capacity of infrastructure to accommodate automobiles, and
- 4) awareness and education.

More importantly, he said, there must be a different mind-set altogether about the makeup of the workplace. "Anywhere you are should be viewed as the workplace," and telecommuting is just one of the tools.

If telecommuting is implemented as part of a series of changes, PonTell estimates that a business can save anywhere from \$5,000 to \$8,000 annually per employee.

Private sector steps in to give program a boost

The Center for the New West, along with GTE (a phone company serving parts of Los Angeles), have given the county's telecommuting program a boost by joining it in encouraging area residents to telecommute.

As part of the partnership, called the Southern California Emergency Telecommuting Partnership, GTE has established an 800-number telecommuting hotline to inform customers about telecommuting services. The company is also waiving service-connection charges on select voice and switched data services.

GTE has also pledged \$25,000 to provide the partnership with

Some departments do incur some minimal start-up costs, Eiser said, for items such as installation of telephone lines or purchase of modems, but it has not been significant.

In fact, according to Los Angeles County Supervisor Michael Antonovich, who spearheaded the program five years ago, "75 percent of our 40 county departments participate and have estimated a cost savings of \$11 million annually" thanks to increased productivity, reduced absenteeism, decrease in overtime hours, and through a decrease in the amount of office space needed. The program has also "eliminated 7,500 tons of carbon monoxide and 1.4 million hours of commute time," he added.

A study in one department compared the productivity level of data entry employees in the office with those at home, added Eiser. The results showed that those employees at home worked 60 percent faster.

Employee benefits remain the same for telecommuters, including worker compensation for job-related accidents at home.

Workplace mind-set must change

Today there are approximately eight million telecommuters nationwide, according to Steve PonTell, director of the California

A closer look at President Clinton's 1995 budget

Community and economic development

In the context of the overall cut in federal budget by \$500 billion, the Department of Housing and Urban Development (HUD) is one of the winners. The discretionary HUD budget authority increases from \$25.1 billion in FY94 to \$26.1 billion under the proposed FY95 plan. Budget outlays increase by \$2 billion, but a hard freeze in outlays is projected for the first time in HUD's history, beginning in FY96.

The budget reflects the department's six priorities:

▲ Reducing homelessness is the top priority of HUD Secretary Henry Cisneros. The budget almost doubles homeless assistance from \$953 million in FY94 to \$1.764 billion in FY95.

▲ Although turning around public housing is the department's second priority, there are proposed cuts in this account. Funds to construct new public housing would be cut by 75 percent. The department rationalizes that communities would be given more flexibility in use of public housing funds to leverage other resources like bond financing. In addition, HUD points to 40,000 public housing units in the construction or preconstruction pipeline.

▲ HUD will put more emphasis on programs for residents of public housing (expanding management programs, but not necessarily home ownership as promoted by the previous Administration), jobs for residents and anti-crime activities. For example, Community Partnerships Against Crime (COMPAC) will encompass a wide variety of crime reduction, security enhancements and other efforts to eliminate violent crime, substance abuse and gang-related activities in public housing.

▲ Under the rubric of expanding housing production and preserving the supply of affordable housing, HUD plans to more than double proposed budget authority for rental assistance. The \$275 million cut in the HOME Program is a result of overall restraints on federal spending.

▲ More emphasis will be placed on metropolitan-wide strategies which open up choices for people to reside in the suburbs as well as cities. HUD feels that increased funding for fair housing initiatives that address persons with disabilities will help offset cuts in Section 202 housing for the elderly and disabled, which are slated for a 65 percent reduction in budget authority.

▲ Helping communities empower themselves is achieved

through maintaining funding for Community Development Block Grants (CDBG) at its current level of \$4.4 billion and recommending authorization for several new initiatives. The initiatives would be funded by CDBG set-asides.

Economic development at closing military bases

Assistance through the Economic Development Administration is slated for an increase from \$80 million in FY94 to \$140 million in FY95. These funds will provide a range of flexible economic development tools for developing integrated plans to adjust to economic dislocations and assist in the implementation of these plans.

Army Corps of Engineers

The president proposes that general construction grants through the Army Corps of Engineers be cut from \$1.304 billion in FY94 to \$959 million in FY95.

Employment and training

The president's FY95 budget proposes a total of \$5.8 billion for employment and training activities, an increase of \$821 million above the FY94 level. However, the overall Employment and Training Administration budget shows a decrease of \$3.6 billion because lower nationwide unemployment is expected to result in savings in unemployment benefits.

The major initiative in the Administration's work force investment strategy will be the Re-employment Act of 1994, which incorporates the comprehensive dislocated worker assistance and one-stop career center proposals. This legislation is expected to be submitted to Congress during the coming month.

Dislocated worker assistance

The president's emphasis on the goal of re-employment, instead of unemployment, is reflected in the budget request of \$1.465 billion for the consolidated dislocated worker assistance program.

This would provide an increase for dislocated worker assistance programs of \$347 million over the FY94 appropriation of \$1.118 billion, which itself is nearly double the previous year's appropriation of \$651.2 billion.

The dislocated worker proposal would consolidate existing categorical dislocated worker statutes for such purposes as trade, clean air and defense downsizing dislocations. Dislocated workers would only be required to meet a single standard of eligibility for ascertaining permanent job loss, without regard to the cause of dislocation.

One-stop career centers

The president's FY95 budget proposes \$250 million for grants for one-stop shopping career centers. The FY94 appropriation for this initiative was \$50 million. One-stop shopping career centers under this initiative must be open to all job seekers, not only to the permanent job losers who are to be provided assistance by dislocated worker career centers.

School-to-work opportunities

The president's FY95 budget proposes \$150 million for the Department of Labor and \$150 million for the Department of Education to establish a national framework for development of school-to-work opportunities systems in all states.

Disadvantaged adults

The Administration's budget for state and local job training programs for disadvantaged adults would provide \$1.13 billion for FY95. This amount would provide an increase of \$142 million over the 1994 level.

Summer youth

The president's FY95 budget would increase funds for summer youth jobs to \$1.056 billion. This would be an increase of \$168 million over the FY94 appropriation of \$888.3 million.

Disadvantaged youth

The Administration's FY95 budget proposes a \$60 million reduction for year-round youth programs administered by local service delivery areas under Title II-C of the Job Training Partnership Act. The FY95 budget requests \$598.7 million, down from the FY94 level of \$658.7 million.

Environmental programs

The news for local governments in the Administration's proposed EPA budget for FY95 is generally good. EPA's overall budget is proposed to be increased to \$7.2 billion, an increase of \$500 million from FY94.

Most of the increase will go toward the agency's operating programs, while a healthy portion, over \$600 million, is directed toward state governments. The key assistance programs for most counties, cities and towns — state revolving loan funds (SRFs) for wastewater and drinking water facilities — would be increased by 22 percent and 14 percent, respectively.

Water programs

Of the overall \$2.5 billion slated for infrastructure financing, \$1.6 billion would be available for the wastewater SRF used by local governments to build and upgrade sewage treatment facilities. This is an

increase of \$360 million above current SRF funding levels of \$1.2 billion.

The Administration is also proposing a new drinking water SRF program of \$700 million for low-interest loans to local government to construct improvements to drinking water systems and comply with the mandates of the Safe Drinking Water Act. Six hundred million dollars was authorized in FY94 for the new SRF, but Congress has yet to authorize the program.

Superfund

Only a small increase in funding is proposed for Superfund. EPA's hazardous waste cleanup program. Overall funding is proposed to rise by \$2.5 million in FY95. The Administration also plans to maintain the \$250 million spent in past years for the federal contribution to the Superfund trust fund.

Leaking underground storage tanks

Only slightly higher than the FY94 level of \$75.4 million, funding for the Leaking Underground Storage Tank Trust Fund is requested at \$76.7 million. Money from the trust fund is used to clean up abandoned and leaking underground tanks containing petroleum and hazardous substances.

Health

The Department of Health and Human Services FY95 budget is increased by 6.5 percent to \$673 billion in outlays. Of that, only six percent or \$37 billion is discretionary. Medicare and Medicaid represent 24 percent and 15 percent of entitlement spending, respectively, and Social Security Administration programs account for another 48 percent of total spending.

While health and welfare reform should receive a lot of attention from Congress, the numbers were not included in the 1995 budget. Health reform spending and revenues are detailed in the president's legislation and the pending welfare reform proposal will be budget-neutral.

Significant 1995 health initiatives affecting counties include:

▲ **WIC** — County health departments and their clients should benefit from an 11 percent increase proposed for the Supplemental Food Program for Women, Infants and Children (WIC). The request totals nearly \$3.6 billion for WIC, which is a proven program providing nutritional supplements to pregnant women and young children. The proposal is a step toward full funding by the end of 1996.

▲ **AIDS** — A 16 percent increase is proposed for the Ryan White Act. Included in the \$672 million request are assumptions that

another three to seven metropolitan areas will join the 34 areas qualifying for direct relief grants. Funding provides individuals with treatment, testing, and counseling and early intervention services.

▲ Childhood immunization

— The 1995 request reflects a recently enacted \$424 million program through Medicaid to buy vaccine and make it available free of charge to eligible children. Reflecting the new initiative, there is a 5 percent decrease in the current Centers for Disease Control and Prevention (CDC) vaccine program. County health departments should benefit from an additional \$46 million requested to keep clinics open longer, hire more staff and conduct outreach.

Other changes include an \$8 million reduction in the research and demonstration grant program of the Maternal and Child Health Block Grant and a new \$31 million formula grant in the Substance Abuse Block Grant for communities hard-hit by hard-core abusers.

Human services and education

As expected, the biggest change in the human services arena includes a substantial increase in the Head Start Program and a major reduction in the Low-Income Home Energy Assistance Program.

Both programs are within the jurisdiction of the Administration for Children and Families. The Health and Human Services (HHS) budget does not show any major changes in the Aid to Families with Dependent Children (AFDC) Program. AFDC benefits and administrative costs are expected to grow by about 3.9 percent. The welfare reform package to be sent to Congress in the spring will have major AFDC changes, but these are not included in the president's budget.

The Administration is requesting an additional \$700 million for the Head Start Program — an increase of 21 percent — which will bring total funding to more than \$1 billion. A portion of the funds, \$240 million, will be used for quality improvements. The Administration also intends to use a portion of the new funds to give Head Start grantees more flexibility in providing full-day and full-year services.

County social services departments that receive Child Care Block Grant funds can expect to receive a considerable increase in 1995. The Administration is proposing to cut

See next page

olidate the Temporary Child Care and Crisis Nurseries Program, the Dependent Care and Planning Grants Program, and the Child Development Associate Scholarship Program into the Child Care and Development Block Grant at a level of almost \$1.1 billion. This represents a net increase of 20 percent.

Child support enforcement

The HHS budget does not include any changes in child support enforcement that would affect county governments. Improvements in child support enforcement are expected to be part of the welfare reform package. The budget assumes \$10.6 billion will be collected in FY95, an increase of 10 percent.

Family preservation and support

In 1993, Congress authorized a new capped entitlement program to fund family preservation and support programs. That program will

increase from \$90 million in 1994 to \$150 million in 1995.

Low-income home energy assistance

The biggest funding cut in the Administration for Children and Families is a 49 percent reduction in the Low-Income Home Energy Assistance Program. The Administration plans to send legislation to Congress that will target the funds to areas with high energy costs and change income eligibility requirements.

Refugee resettlement

The Administration is proposing an increase of \$14 million in the Domestic Refugee Resettlement programs. The HHS budget does not break down the funds into the various categorical programs, leaving that decision up to the congressional appropriations committees. Whether the proposed increase will be put into programs that benefit counties such as cash and medical assistance, social services, or tar-

geted assistance cannot be determined at this time.

Community services programs

The Community Services Block Grant (CSBG) formula program is proposed to be increased by \$14 million, but all the other CSBG-related programs, such as community food and nutrition programs and emergency homeless assistance, are eliminated. This leaves a net loss to CSBG programs of \$29 million.

The HHS budget proposes a new \$35 million Community Initiative to complement job creation activities that will be targeted to community organizations with economic development experience.

Social Services Block Grant (Title XX)

The budget shows a \$1 billion reduction in Title XX. The reason for this reduction is that last year Congress made a special appropriation for social services spending in

empowerment zones.

Justice and public safety

The Department of Justice's 1995 budget requests an increase of 24.5 percent, up \$2.6 billion to \$13.6 billion, to implement a series of crime-fighting strategies; initiate comprehensive programs to reduce illegal immigration, and strengthen enforcement of civil rights, anti-trust and environmental laws.

In presenting her budget, Attorney General Janet Reno remarked, "Recognizing that 95 percent of violent crime is handled at the state and local level, our budget increases aid to state and local law enforcement agencies by \$1.8 billion, a 300 percent increase, while maintaining the strength of federal law enforcement agencies."

The new funds will allow the Department of Justice to add 100,000 new police officers over six years. For FY95, \$1.7 billion has been requested as a down payment on the president's community policing promise.

One hundred million dollars has been requested to help states improve their criminal history records and to develop a national instant check system. This was done in accordance with the recently passed Brady bill.

The Edward Byrne formula grant has been eliminated to allow for a shift of funds into community policing, juvenile justice programs and criminal records upgrades. One hundred million dollars has been requested for the discretionary grants portion of the Edward Byrne program, a \$50 million increase over last year.

Juvenile justice programs fared well under the 1995 budget request. Title II funds received a \$42 million overall increase.

Title V, the NACo-supported community delinquency prevention initiatives amendment to the Juvenile Justice and Delinquency Prevention Act, received a \$30 million request, up \$17 million from last year's \$13 million enacted amount. If the full \$30 million is approved, Title V will be fully funded as legislatively authorized.

Other programs under the Crime Control Fund, community policing and criminal records upgrades aside, include boot camps and drug courts, police corps, and law enforcement technology initiatives. Funding requests for these programs maintained 1994 levels of \$303 million.

Public lands

President Clinton's budget for public lands attempts to boost natural resource protection by increasing management funds and emphasizing ecosystem restoration. The president's budget request for the Bureau of Land Management has a net increase of \$43.2 million for FY95. The changes primarily are reflected in programs focusing on

resource management, such as rangeland, riparian areas, fish and wildlife enhancement, etc.

The Department of Interior is moving to an ecosystem approach to management, and this is reflected in the president's new Pacific Northwest forest management plan.

The budget also anticipates increases in grazing fees receipts, but does not plan on receipts from hard-rock mineral royalties. Additional weight is given in the budget to recreation, cultural and wilderness resources.

The 1995 proposed Forest Service total budget shows little change from the 1994 appropriated budget. The total timber sale program remains relatively unchanged, although the funding level for preparing sales show a significant drop.

Rural development

High on President Clinton's list of "investment" spending programs is his rural development initiative. The president is proposing a \$1.8 billion increase in the Department of Agriculture's rural development programs which comes on top of substantial increases approved by Congress for FY94.

Water and waste disposal loans would be increased to \$977 million, which is more than a 50 percent increase since FY93. The water and waste disposal grant program, which is used to help poor communities lower their loan amount, would likewise be increased to \$525 million.

In housing programs, the budget provides assistance for more than 116,000 housing units, compared to 111,000 in FY94. About 30,000 of these units will be new, creating about 45,000 additional jobs in rural areas.

The Administration is requesting \$300 million in community facility loans which is a 200 percent increase over FY93. The loans are made to counties and cities under 20,000 population to finance hospitals, health clinics, fire and rescue services, and other essential community services.

There is a request for small start-up appropriations for two new programs authorized in the 1990 farm bill: technical assistance and planning grants (\$5 million) and rural technology grants (\$5 million).

Funds have been earmarked from a number of rural development grant and loan programs to fund the Administration's rural empowerment zones and enterprise community program. During 1994, the Department of Agriculture will select three rural empowerment zones and 30 rural enterprise communities. One hundred and twenty-five million dollars has been set aside for the designated areas.

Transportation

The FY95 transportation budget reflects the Clinton Admin-

Department of Health and Human Services Budget at a Glance

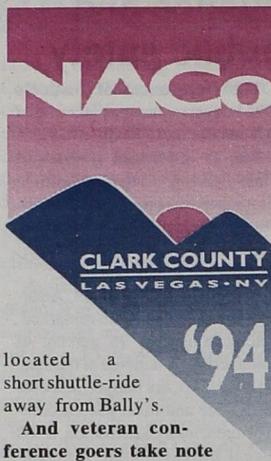
(\$ in millions)

	FY93	FY94	Proposed FY95	% Change '94-'95
Centers for Disease Control and Prevention				
Preventive Health Services Block Grant	\$149	\$157	\$157	0%
Immunization Grants				
Vaccine Purchase	188	193	83	-57
Service Delivery	153	335	381	14
Medicaid Vaccine Program	N/A	N/A	424	100
Total	341	528	888	68
Tuberculosis Grants	79	117	121	3
Breast Cancer Screening	71	78	78	0
Lead Poisoning Prevention	30	35	35	0
Health Resources and Services Administration				
National Health Services Corps	116	124	124	0
Maternal and Child Health Block Grant	665	687	679	-1
Healthy Start	79	98	98	0
Ryan White AIDS Programs				
Emergency Assistance	185	326	364	12
State Program Grants	115	184	214	16
Early Intervention	48	48	67	40
Rural Outreach Grants	25	26	26	0
Substance Abuse and Mental Health Services Administration				
Mental Health Block Grant	278	278	278	0
Children's Mental Health	5	35	35	0
Substance Abuse Treatment Block Grant	1,131	1,177	1,487	26
Substance Abuse Prevention	244	253	253	0
Health Care Financing Administration				
Medicaid Benefits	72,791	83,498	92,493	11
State and Local Administration	2,811	3,438	3,659	6

Traditions change for this year's Annual Conference

"The Entertainment Capital of the World" with its bright neon lights, great weather and nearby scenic wonders will serve as the perfect backdrop for NACO's 59th Annual Conference and Educational Exhibits in Clark County (Las Vegas), Nev., July 31-Aug. 4.

Accommodations for delegates and guests are equally exciting and well-placed. The world-renowned Bally's Resort will serve as conference site and headquarters. Across the street, rooms will also be available at the legendary Flamingo Hilton — the first major hotel to be opened in Vegas. For those who would like to stay at a non-gaming hotel, conference organizers have selected the Alexis Park Resort,



located a short shuttle-ride away from Bally's.

And veteran conference goers take note — Unlike past years, there will be no lottery assigning hotel

Room blocks at the hotels will not be available until Sunday night.

room blocks to state delegations because Bally's and the Flamingo Hilton are located next to each other. As a result, you may register at any of the hotels.

Also, airlines flying into Las Vegas do not require a stay-over on Saturday to obtain a lower airfare, so NACO's **room blocks at the hotels will not be available until Sunday night.** Please do not plan to arrive prior to July 31.

The conference is scheduled to start Sunday afternoon, July 31 (see preliminary agenda adjacent) and end on Thursday night, Aug.

4, with the traditional Inaugural Gala.

We look forward to seeing you there!

1994 Annual Conference Preliminary Schedule

Sunday, July 31

Subcommittee Meetings (afternoon)
Affiliate Meetings (afternoon)

Monday, Aug. 1

Steering Committee Meetings
Affiliate Meetings

Tuesday, Aug. 2

Opening General Session
Workshop Sessions
Conference-Wide Event

Wednesday, Aug. 3

General Session
Workshop Sessions
Caucus Receptions

Thursday, Aug. 4

General Session
Annual Business Meeting
Election of Officers and Directors
Inaugural Gala (evening)

HEALTH PLAN from page 1

package would mean to counties.

NACO Executive Director Larry Naake told Kronig that counties, which are generally responsible for providing health care services to undocumented and incarcerated persons, are concerned about increased cost burdens under the Health Security Act.

Naake also explained that many counties have found innovative ways of purchasing insurance by pooling resources and self-insuring. "We are seriously concerned about cost increases for insuring public employees," said Naake. "It will be difficult to garner county support for this plan if it actually turns out to be another unfunded mandate."

Mark Rogacki, executive director of the Wisconsin Counties Association, echoed Naake's comments. "We are directly responsible to property tax payers," he said. "And I want you to know that you may be pushing us somewhere we don't want to go."

Kronig assured the delegation that he would carry its concerns back to the task force and basically responded to the group's comments by restating the task force's mission. "Over the past decade, we have

seen a continual rapid increase in health care costs without evidence that we're getting any better value," he said.

"We are seeking to solve both the problem of deprivation and of access to health care in this country. It is very important to remember that every American would ultimately be covered under the Health Security Act, including those currently insured under Medicaid."

Also on the agenda was a briefing by Paul Diamond, special assistant to the president for economic development, who began an overview of the Administration's empowerment zone initiative by telling the delegation, "If we're going to grow economically, all of our communities must become net contributors to the national economy."

Diamond went on to explain that the initiative, which was announced on the recent Martin Luther King holiday, seeks to encourage communities to become "laboratories for change" by offering tax incentives and special loan assistance to businesses that establish themselves in distressed communities, making funds available for housing and home

ownership programs in such communities, increasing the low-income housing tax credit, and providing grants for community service projects through programs like the recently approved National Service Initiative.

Diamond went on to tell the group that the Clinton Administration's commitment to the empowerment zone initiative is sincere.

"This is not a typical federal grant program," he said. "It is not an entitlement program, a pork program or a political payback program. This Administration believes that distressed communities ought to have the opportunity and responsibility to participate economically."

He concluded his remarks by saying, "Governments don't raise children; parents do. And tax incentives don't build communities; people working together do. It's up to all of you to develop strategic plans for forming the community partnerships that can accomplish what you think needs to be done; not what we think needs to be done."

The delegation also had an opportunity to hear from Katie McGinty, deputy assistant to the president for the environment, "Global peace and prosperity are as much dependent on environmental quality as they are on national defense," she said. "In fact, it is an issue of national security. And this Administration

takes it very seriously."

She went on to explain that the president recently signed an executive order requiring the federal government to give purchasing preference to products made from recycled materials. "This is a significant step considering that federal government purchasing accounts for 21 percent of our nation's GNP," said McGinty.

Clinton has also issued an executive order requiring all federal facilities to report emissions and to reduce them by 50 percent, and encouraging them to purchase and use the most energy-efficient products available. "From now on, the feds have to be good citizens too," said McGinty.

In addition, the president wants to develop environmental policy strategies that act as a catalyst for economic growth by stimulating markets for environmental technologies and encouraging the export of those technologies, according to McGinty. One of the strategies currently being considered is a clean car strategy. "If we want a vibrant auto industry, we have to develop more energy-efficient cars," said McGinty. "In 10 years, we want to see America producing cars that get 80 miles to the gallon."

McGinty concluded her remarks with a brief discussion of the Administration's Sustainable Development Task Force, calling

it an "effort to break the gridlock among federal agencies as the nation moves in a new way toward its environmental goals."

Gene Sperling, executive assistant to the president for economics, who also sits on the National Economic Council, was the final representative of the Administration to address the state association presidents and executive directors. His message was brief and straight to the point. "The balanced budget amendment currently being considered by Congress poses serious implications for the national economy if it passes," he said. "If it passed, it will cost America millions of jobs over the next five years."

Sperling explained that the issue of how to bring down the deficit is the most important issue the country is facing today and urged county representatives to analyze the balanced budget amendment carefully before deciding whether or not to support it. "A balanced budget is no longer symbolic," he argued, adding that the deficit is currently coming down in a sound way.

"We have been the Administration to bring the deficit down," said Sperling. "And we understand that it is politically difficult to have to fight a balanced budget amendment. But sometimes you just have to do the right thing," he concluded. "You just have to do the responsible thing."

TELECOMMUTING from page 5

the expertise and services of the Center for the New West, which is providing technical advice.

Most of the interest in the partnership's effort has come from employees, PonTell said, so the partnership is now working on a strategy to target employers. The likelihood that these new recruits will stay in the program long-term is slim, he believes. "Most of these emergency responses tend to be short-term."

Eiser remains hopeful that this latest blow from nature will produce a new generation of telecommuters. She plans on spending part of the \$100,000 Ford Foundation grant on new

computers for future recruits.

Donna Haas, whose own home sustained between \$30,000 and \$40,000 in earthquake damage, showed she has maintained her sense of humor throughout the ordeal as she shared the latest joke: "People say California doesn't have four seasons. We do have four seasons: fire, floods, earthquakes and riots."

(For more information about the program, contact Nancy Apelles Eiser, County of Los Angeles, Chief Administrative Office, Special Programs Division, 500 West Temple St., Room 588, Los Angeles, CA 90012, phone: 213/974-2637, fax: 213/680-2450.)

MANDATE RELIEF from page 1

"I was very pleased with the vote on the rule and I can only hope that all of the members who voted against it will sign on as co-sponsors of H.R. 140," said NACO's Executive Director Larry Naake. A letter was sent from Naake thanking members who voted against the rule and urging them to co-sponsor H.R. 140.

NACO and the U.S. Conference

of Mayors are holding ongoing strategy sessions with the key sponsors of the legislation, Senator Dirk Kempthorne (R-Idaho) and Representative Gary Condit (D-Calif.), to increase the list of co-sponsors to 60 on the Senate bill and 220 on the House bill by early spring. These numbers would prevent a filibuster on the bills

should they come to the floor for vote.

"With the pressure coming from state and local officials around the country, I believe we will soon reach our goal. And then we will turn our efforts to the leadership and ask that the legislation be taken up at once," said Sen. Kempthorne at a recent meeting with county officials.

Return completed form to:

NACo
Conference Registration Center
P.O. Box 26307
Akron, OH 44319



Bally's Casino & Resort
Las Vegas, Nevada
July 31 - August 4, 1994

59th ANNUAL CONFERENCE
CONFERENCE REGISTRATION
POSTMARK DEADLINE - JUNE 25, 1994

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

*Name (LAST) *Name (FIRST) Mr/Mrs/Ms
*Title *County
Address
City *State Zip *Nickname
Telephone () Fax ()

REGISTRATION FEES:

Check box that applies

- Member county attendee
Non-member county attendee
Other government attendee
Other private sector
Spouse
Youth

Table with columns: Earlybird postmarked by 6/10, Advance after 6/10 & ON-SITE. Rows correspond to registration categories.

AFFILIATE INFORMATION - Check box that applies

- NACRC, NACCP, NACHO, NACA, NACITA, NACPRO, NACCA, NACTFO, WON, NACHSA, NACCED, NACIRO, NCECE, NACE, NACTEP, NABCO, NACIO, NACS, NACHFA, WIR, NCCAE, NACAP, ICMA, NACMHD

POLITICAL AFFILIATION

- Republican, Democrat, Independent

Spouse Full Name Youth Full Name(s)

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CREDIT CARD INFORMATION: (Check one) VISA MasterCard Card # Exp. Date:

Cardholder's Name: Signature:

PAYMENT POLICY - Conference registration fee MUST accompany this form... CANCELLATION POLICY - Refund of conference registration fee...

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HOTEL RESERVATION

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

Room Reservation Name Arrival Date Roommate Name Departure Date

Do you have a special housing request? Please describe any special disability or handicap needs?

PLEASE NUMBER YOUR DESIRED HOTELS

Indicate first choice with 1. Number other hotels from 2 to 3 in order of preference. Each reservation requires a one-night deposit.

Table with columns: Hotel Name, Single/Double. Rows: Bally's Casino Resort, Flamingo Hilton, Alexis Park Resort.

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

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

- 1. Complete Credit Card Authorization below. This is fast and easy; your room will be reserved and guaranteed.
2. Send no payment now. We will reserve your room and send you an acknowledgement of your room reservation...

Office Use Only
Date Rec'd.
Check No.
Amt. of check
Total
Date entered
Entered by

NOTE: The NACo Conference Registration Center will send you an acknowledgement within two weeks of receipt of this form. The hotel will also send you an acknowledgement after your credit card is confirmed or payment is received.

CREDIT CARD AUTHORIZATION MasterCard Visa American Express

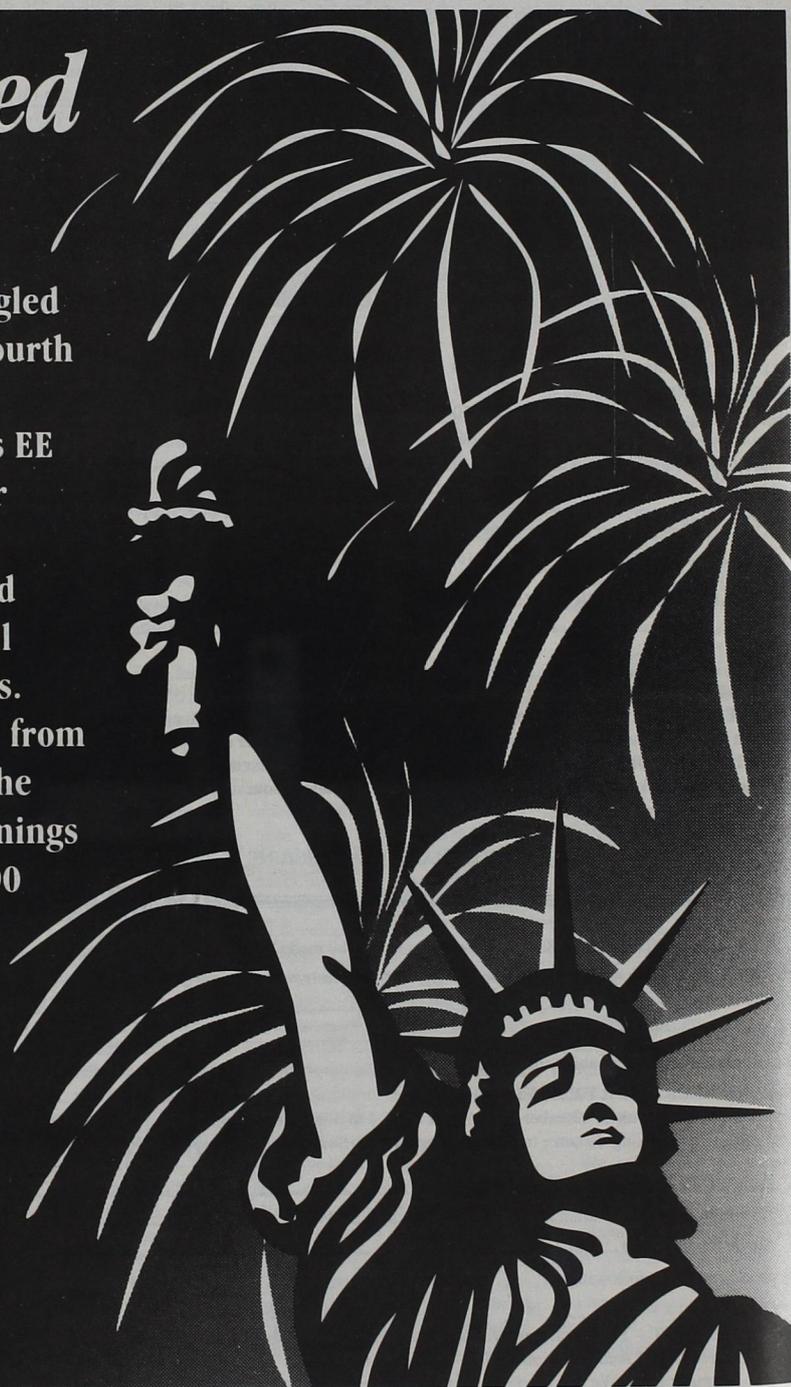
Card Number Cardholder's Name Exp. Date

The NACo Housing Center is authorized to use the above card to guarantee my hotel reservation. I understand that one night's room charge will be billed through this card if I fail to arrive for my assigned housing at the confirmed date...

A Star-Spangled Investment...

U.S. Savings Bonds are a star-spangled investment, as traditional as the Fourth of July, and a sure way to build for financial independence. The Series EE U.S. Savings Bond held five years or longer pays market-based interest rates, if higher than the guaranteed minimum, and is backed by the full faith and credit of the United States. Bond interest earnings are exempt from state and local income taxes, and the Federal income tax liability on earnings can be deferred. Since January 1990 Bonds purchased and redeemed to pay education expenses may be totally tax-exempt (income limitations and certain registration requirements apply to the Education Bond Program).

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in America  **U.S. SAVINGS
BONDS**



Rate your budgeting habits

This handy guide to rating your county's budget process was passed along by Jack Thigpen, NACo fellow, and first appeared in *City & County Financial Management*, November-December, 1993, published by the Texas comptroller of public accounts.

Factor	Old, outdated budgeting habits not suited for today's rapidly changing financial environment	Seven habits for highly effective budgeting in today's rapidly changing financial environment
Budget time frame	Short-range	Long-range
	<p>One year. When making decisions today, the effect on the future is rarely fully evaluated and almost never formally estimated in dollars.</p>	<p>Ten years minimum. When making decisions today, the effect on the future is always fully evaluated, always estimated in dollars and included in the long-range budget.</p>
Contents of the budget	Limited	Comprehensive
	<p>Cash receipts and disbursements are shown for one year only.</p> <p>Beginning and ending fund balances are often not shown.</p> <p>(By law, your budget must also include a complete current financial statement, including all liabilities, and beginning and ending balances of all funds.)</p>	<p>Cash receipts and disbursements are shown for 10 years along with the following:</p> <ul style="list-style-type: none"> • all beginning and ending fund balances • accrued revenues and expenditures • capital outlays, and • debt service. <p>(By law, your budget must also include a complete current financial statement, including all liabilities, and beginning and ending balances of all funds.)</p>
When budgeting occurs	Once a year	Year-round
	<p>The budget is prepared once a year. Actual expenditures are usually monitored against the budget. Actual revenues may be monitored against the budget. The budget is sometimes amended for significant changes in expenditures.</p> <p>The budget is amended at the end of the year so that estimated revenues and expenditures equal actual revenues and expenditures.</p>	<p>The budgeting process is continuous, year-round. Actual revenues and expenditures are continuously monitored against the budget. Changes in financial environment are monitored continuously, year-round, for effects on the current budget and the long-range budget.</p> <p>The current year budget is always amended for significant changes in expenditures and revenues. The longer-range budget is thoroughly reviewed every few months and changed if needed. The budget is never amended at the end of the year so that estimated revenues and expenditures equal actual revenues and expenditures.</p>
Forecasting	Hopeful	Realistic
	<p>Estimates of revenues and expenditures are often based on what the governing body would like to see happen and political considerations, resulting in relying on doubtful revenues, and in overestimating revenues and underestimating expenditures. Also, because accurate forecasting seems to be too difficult, forecasting is not taken seriously.</p>	<p>Estimates of revenues and expenditures are based only on realistic assessments of financial factors.</p>
Involvement in preparing the budget	Exclusive	Inclusive
	<p>Sometimes, the mayor, county judge, other budget officer or an outside party (such as an accounting firm) prepares the budget for the entire city or county with little or no input from others. The budget is often passed with little or no discussion.</p> <p>Often, however, other officials and department heads assist in preparing the budget. Citizens may give input at a public hearing.</p>	<p>Everyone in the local government has a chance to provide budget input.</p> <p>Make positive efforts to get citizen input at one or more public hearings. Other stakeholders in the local government are asked for input into how services and the financial position may be improved; for example, vendors, bankers, CPA and rating agencies.</p>
Budget goals	Spending-oriented	Performance-oriented
	<p>The emphasis is only on controlling the money spent (inputs).</p>	<p>There is equal emphasis on controlling dollars spent (inputs) and controlling what citizens are getting for their money (outputs), including:</p> <ul style="list-style-type: none"> • quantity of services provided • quality of services provided, and • cost of services.
Basic attitude toward the budget	Opportunity-avoiding	Opportunity-seeking
	<p>Change is unwelcome and avoided. Alternatives to current ways of doing things are not sought.</p>	<p>Change is welcome and actively sought if it will improve services, reduce costs or increase revenue. Alternatives to current ways of doing things are continuously being sought. Any alternative is at least considered. The attitude is always questioning:</p> <ul style="list-style-type: none"> • Why do we do this? • Should we be doing this? • Could someone else do it better or cheaper? <p>The Least Cost Review Program will be implemented.</p>

Reprinted from *City & County Financial Management*, November-December 1993, published by the Texas comptroller of public accounts.



NEIGHBORS AT WORK

TO BUILD A STRONGER COMMUNITY, SIGN UP.

It's a sign of the times. People are coming together to rebuild their neighborhoods, and restore pride in their communities.

They're joining NeighborWorks. A special non-profit partnership of local residents, business and government leaders working to reverse housing decline.

By lending their skills, NeighborWorks volun-

teers have rebuilt over 100,000 homes... giving millions of neighbors a new lease on life. But many more need your help.

So, join NeighborWorks today and learn how you can help your neighbors and your nation.

Call 1-800-325-6957
or write Neighbor-
Works P.O. Box 41406,
Baltimore, MD
21203-6406.


Reversing decline. Rebuilding pride.



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A CLOSER LOOK from page 7

Administration's priority on investment in infrastructure. The first Clinton budget increased spending substantially and this budget continues the trend of recognizing the need to make an investment in public works a foundation for economic growth.

Overall, it increases spending by \$3 billion, from a level of \$37.7 billion in the current year to \$40.8 billion proposed for FY95.

Federal highway program

The federal highway program funds a number of highway programs under the Intermodal Surface Transportation Efficiency Act (ISTEA).

They include the Surface Transportation Program (STP), the Federal Bridge Program, the Interstate Maintenance Program, the National Highway System, and the Congestion Mitigation and Air Quality Improvement Program (CEMAQ).

Under ISTEA, most federal funds go out at a 80-20 match. Counties are generally eligible for STP, bridge, and CEMAQ funds.

The Administration's budget program for all these program sets an obligation limitation of \$20 billion. This is the full level of funding for the highway program and represents the highest budget request ever made for the highway program. It is an increase of \$2.4 billion, compared to the current-year funding of

\$17.6 billion.

Federal transit program

The federal transit program is proposed to be funded at a total of \$4.8 billion, an increase over the current level of \$4.38 billion. Counties that operate transit services are generally eligible for the various categories of funding including the Section 9 capital and operating formula programs, the Section 18 rural transit program and the Section 3 discretionary program. These funds go directly to counties and other local governments with the exception of the rural transit program, which is distributed by the states.

Section 9 capital is proposed to be funded at \$2.6 billion, as opposed to the current-year level of \$2.23 billion. Section 9 operating is reduced \$200 million, from \$802 to \$600 million.

Rural transit is funded at \$154 million, up from the current-year level of \$130 million, which had been the highest level ever received by the rural transit program. Section 3 is the discretionary capital program and is proposed to get a decrease of \$200 million to a level of \$1.5 billion.

While called discretionary, most of the funds in this category are earmarked for specific transit systems through the appropriations process.

Aviation

The Administration's budget proposal for FY95 recommends funding at the \$1.69 billion level, the same as the current level. While not a cut, it is still lower than in previous years when the Airport Improvement Program was in the \$2 billion range.

NACo is concerned about the overall trend in airport funding with such a large number of the nation's airports owned and operated by county government.

Essential Air Service

The Essential Air Service program proposed funding level is \$33.4 million, the same as the current year. This program provides a subsidy for air carriers who serve small and rural communities. Last year the program was cut \$5 million by Congress and the Administration by eliminating a number of communities from the program.

Rail

The major funding program which interests counties is AMTRAK, the national rail passenger service. The federal government provides both an operating and capital subsidy. The Administration's proposed budget for FY95 provides for a total of \$788 million, as compared with the current-year figure of \$547 million.

Department of Transportation Budget at a Glance

(\$ in millions)

	FY93	FY94	Proposed FY95	% Changes '94-'95
Federal Highway Program	\$15,360	\$17,600	\$18,300	4%
Mass Transit Total	3,630	4,380	4,800	10
Section 9 Capital	1,560	2,230	2,600	17
Section 9 Operating	802	802	600	-25
Section 18 Rural	91	130	154	18
Section 3 Discretionary	1,720	1,785	1,500	-16
Airport Improvement Program	1,800	1,690	1,690	0
Essential Air Service	39	33	26	-21
Amtrak	541	547	632	16
Local Rail Service	8	17	0	-100

Health Care Now Act: practical approach to health care reform

CorreXion — In the Feb. 7 issue of *County News*' feature called, "Counties and Health Care Reform," answers to questions about House Minority Leader Robert H. Michel's (R-Ill.) proposed legislation (H.R. 3080) were inadvertently transposed. The correct interview appears below. Please refer to the Feb. 7 issue for Rep. Michel's preface to the interview.

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

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. H.R. 3080 does not require or make changes in public employee insurance programs.

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: 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 cen-

ters. Additional insurance coverage provided through places of employment and the Medicaid Program will help to cover the cost of these facilities.

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: 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: 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.

BUDGET from page 1

schools programs.

Substantial increases are requested for most of the Department of Labor's job training and dislocated assistance programs. Overall, the programs would be increased 18 percent, or \$1 billion. The reorganized dislocated worker program would be increased from \$1.1 billion to \$1.46 billion.

The president's proposals for new initiatives and increased spending for selected programs comes at the expense of other discretionary programs — both domestic and military. Total dis-

cretionary spending for FY95 supposedly is \$8 billion below estimated FY94 expenditures. This means that all of the proposed program increases need to be paid for with cuts in other programs.

The losers

President Clinton is proposing to reduce spending in at least 300 programs including 115 terminations of programs. Budget savings will also be obtained by requiring federal personnel reductions of 100,000 in FY95.

Many of the programs being terminated are small programs or

specific projects administered by three agencies, the National Oceanic and Atmospheric Administration, Department of Education, and the Department of Defense. The most significant programs affecting counties include Byrne Anti-Drug Abuse Grants (\$358 million) and Impact Aid (3b) education payments (\$123 million).

There are a number of programs being targeted for big reductions that would have significant impact on counties. The programs and the amount of reductions include:

- Housing Construction for the

- Elderly — \$1.1 billion
- Various Public Housing Programs — \$1.6 billion
- HOME Housing — \$275 million
- Transit Operating Assistance — \$202 million
- Low-Income Home Energy Assistance — \$707 million
- Food Control — Corps of Engineers — \$345 million.

It is now up to Congress to weigh the merits of the president's proposed cuts and increases for selected programs. Many of the programs slated for termination or reduction have been proposed

before but somehow managed to survive. There also will be much concern on Capitol Hill about the depth and extent of proposed cuts in defense spending.

The biggest problem will be to convince Congress about the merits of the president's investment programs and to cut other discretionary programs to pay for them. Counties, cities and states have their work cut out for them.

(For more detailed analysis of the Clinton budget, please turn to pages 6-7.)

Some governors giving away the store to land jobs

By Neal R. Peirce
Washington Post Writers Group

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

A number of America's governors were hailed as the courageous policy innovators of the '80s. But some state leaders are acting like corporate toadies in the '90s.

With Governor Jim Folsom leading the charge, Alabama last year agreed not just to buy a \$30 million site near Tuscaloosa for a Mercedes-Benz plant, but to train local workers, teach them German, and then permit Daimler Benz to pay off its entire \$300 million plant cost through a 25-year exemption from state income taxes.

And now, in the once-proud state of Virginia, the new governor, George Allen, has acquiesced to virtually every demand of the Walt Disney Co. as it eyes a site in Prince William County, 35 miles from Washington, for the firm's next Anaheim or Orlando-scaled development.

In and around the village of

Haymarket, Va., (population 375), on some of Virginia's most exquisite rolling farm countryside, Disney would build a new city encompassing an American history theme park plus hotels, offices, shopping malls and 2,500 houses for workers. Some 9,000 people would live and work there, and up to 30,000 visitors a day (at \$30 a pop) would supposedly be attracted.

But heaven forbid that Disney would have to pay its own bills. Allen proposes \$158.6 million in state-backed bond money and outright funding. Roads would be widened. Employees would be trained. Advertising would be subsidized. Schools, water, sewage, utilities, police, jails, solid waste and fire prevention facilities will be provided.

But Allen would impose no legal liability on Disney to repay the extra public expenses, even if the development should flop (as Euro Disney, outside Paris, is now failing). The state's only payback is expectation of tax revenues generated. It's a terrific deal, says Allen: "Disney's America can and will be the first step in Virginia's renaissance."

The new theory of development, notes Washington land-use lawyer

Edward McMahon, is that "Instead of requiring developers to pay for the cost of their development, now we're going to pay them to maximize their profits."

But the cost to the placid beauty of rural Virginia will be humongous, suggests McMahon, starting with the "crudscape" of hotels and motels and gas stations, fast-food outlets, T-shirt and junk souvenir shops, water slide parks, bars, and non-stop strip development sure to spring up on the periphery of Disney's development.

Then there's an air quality issue. The Washington region is far behind attaining goals required under the Clean Air Act, including sharp reductions in current traffic-generated air pollution. All manner of park-and-ride lots at transit stops, new bus and HOV lanes, business-run car and vanpooling, parking charges and rush-hour tolls are already in the wings.

But the Disney development, drawing 30,000 visitors plus thousands of workers onto the roads each day, will exacerbate the problem immensely and cause stringent lifestyle changes across the entire Washington citistate.

There's talk Disney may try to sue to find parts of the Clean Air

Act unconstitutional. "What they're banking on is that no one will have the nerve to enforce the act—which will lead to its abrogation," says McMahon. "If we can't hold the line in the nation's capital, can it be held anywhere? There are huge national implications here."

How, one wonders, could we have come to this point—so susceptible to gross exploitation? Some say it's jobs—but Northern Virginia has scarce unemployment. To large measure, it's greed—for all the new income to an area—and our ignorance of history.

Disney's proposal, writer-composer Richard Squires opined in a piece for *The Washington Post*, is part of a national and global trend toward corporate colonization. Firms like Disney and Daimler Benz operate in a style reminiscent of the British East India Company of past centuries—sending emissaries on secret missions to find the right mix of resources, then pouncing on the site and returning the profits back to headquarters.

In the case of Virginia, the Disney corporate strategists found proximity to the Washington, D.C. tourist trade, an international airport (Dulles), an interstate highway, cheap land, almost non-existent state

and county land laws, and pliant political leaders.

The indigenous economy of area—its home-grown firms will be swept aside. Tourist attention will be drawn away from the history around the Capitol and White House, Mt. Vernon, Monticello, the civil war battlefields. And the region will be left with what Richard Moe of the National Trust Historic Preservation labels a "rush" of cheap development.

As such scenarios get repeated again and again across the country, the time is ripe for a ferocious populist-style counterrevolution. Ordinary citizens, in league with environmentalists, preservationists and regionalists, need to blow the whistle on corporations ready to rape our landscapes and plunder our tax bases. We will need to land use laws, like Vermont requiring a broad process of regional approval before major facilities sited.

And we will need, too, to bring account the politicians who see anxious to prostrate themselves before the colonizers.

(Watch for the next issue of *County News* which will feature a response to this column.)

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News from the nation's counties

North

NEW YORK

When it comes to unfunded federal mandates, there are a lot of ways to get Peter to pay Paul's bill. Take the counties in New York state, for example. More than 75 percent of their budgets pay for someone else's idea of a good program.

Medicaid, for instance. While not technically a federally mandated program—the federal government provides 50 percent matching funds to the states—Medicaid costs New York's counties millions of dollars each year because the state pushes half of its match onto them.

That has led to calls for the state to take over the Medicaid Program so that counties can deliver some much needed property tax relief to their citizens.

Earlier this month, members of the New York State Association of Counties traveled to Albany to lobby their state legislators to do just that.

While in town, the county delegation, under the leadership of New York State Association of Counties President-Elect Joseph K. Eade, also pushed for reforming a number of state-mandated programs.

• In **WESTCHESTER COUNTY**, Board Chair Stephen P. Tenore has asked Legislators Daniel P. Thomas and Andrew J. Donovan to head up a committee to "fight to lessen the oppressive burden of mandates that is crushing Westchester's taxpayers."

"The mandate situation is obscene," Tenore said. "Right now, 69 cents out of every county property tax dollar is used to pay for federal and state mandates. And that's 17 cents more than last year. At this rate, we'll soon have nothing left to fund programs that are vital to Westchester's quality of life."

The new committee is charged with working with all levels of governments to address the mandate problem.

South

ALABAMA

• The **JEFFERSON COUNTY** Nursing Home is one of five selected to participate in a federally funded National Institutes of Health research project.

The primary goal of the project is to provide nursing home staff with special

educational classes and training in how best to care for behaviorally disturbed residents. The curriculum will specifically teach staff how to identify and modify activities and factors in the nursing home that may cause disruptive behavior. A staff management system will also be established to assure quality of care in managing these disturbances.

Founded in 1888, the Jefferson County Nursing Home has a licensed capacity of 460 beds. For more information on this facility, call

Patrick Nicovich at 205/849-23

KENTUCKY

• JEFFERSON COUNTY

Clerk Rebecca Jackson observed the beginning of democracy in Voronezh, Russia, when voters went to the polls on Dec. 12 for the county's first election since the 1917 Bolshevik Revolution.

Jackson joined a non-partisan

See **NEWS FROM**, page 15

More news from ...

• **MILWAUKEE COUNTY (WIS.)** has set up a hotline for citizens and employees to use to report concerns regarding fraud, waste and abuse within the county's operations.

Last fall, the county board of supervisors unanimously passed a resolution that authorized the audit department to implement the hotline. "Milwaukee County has always operated in the open and has

a reputation for honest, good government," said County Board Chair Robert L. Jackson Jr. "The hotline is an attempt to provide citizens with assurances that their government is concerned about the quality of the services it provides to them."

Chief sponsor of the resolution, Supervisor Daniel J. Diliberti said, "I think it is important for public

officials at every level of government to strive to make government more effective, and accessible to all citizens.

The resolution strengthens the department's function in establishing a direct connection between citizens and government.

For further information, call Milwaukee County Fraud Hotline at 414/93-FRAUD (933-7283).

Wisconsin county becomes 2,000th entity in deferred compensation program

Personal testimony from a former PEBSO plan participant has led Richland County, Wis., to become the 2,000th jurisdiction to adopt the NACo Deferred Compensation Program.

Tom Sierakowski, state director for PEBSO (NACo's plan administrator), explained that part of Richland County's decision to add the program came at the

prompting of a Wisconsin state employee who had worked for another county where he had been a participant in the NACo program.

"This employee told Richland County's personnel committee good things about the NACo program," Sierakowski explained. "The Wisconsin Association of Counties put in a plug as well."

Sierakowski said that the

personnel committee had surveyed employees and learned that many wanted and would be in the program. Instead, about 100 have signed up so far, out of 1,000 eligible.

Sierakowski added that Richland County Clerk Victor Vlasic recently told the county board that NACo's is a "hassle program—the easiest to work with we've ever had."

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

Mail to us:

c/o County News
440 First St., N.W.

Washington, DC 20001

or FAX to:

202/393-2630

NEWS FROM

from page 14



Rebecca Jackson

delegation of 25 U.S. officials in Russia for this event as part of the International Republican Institute's Election Observation Mission for Russia's parliamentary election and constitutional referendum.

"Witnessing these historic elections in Russia's first steps in a democratic journey was the opportunity of a lifetime," said Jackson. "As chief election officer in Jefferson County, it was an honor to be asked to observe the national election and

make recommendations to Russian officials for improvements in the evolutionary, democratic process."

Midwest

MINNESOTA

• **RAMSEY COUNTY** Commissioner Ruby Hunt was recently honored by the Saint Paul Area Chamber of Commerce with its most prestigious award, the "Great Living Saint Paulite." Hunt is the first woman ever to receive the award which is given to honor individuals for continuing exemplary dedication and significant community and public service.

Accepting the award, Hunt said, "In keeping with the chamber's theme

that 'partnership makes a difference,' a person needs the help of many to make a difference. I would like to urge us all to continue to work in partnership within our community."

West

WASHINGTON

• **KING COUNTY** is the site of Washington's first drug diversion court program which is expected to be fully operational May 1.

The brainchild of Superior Court Judge Rick Martinez and King County Prosecutor Norm Maleng, the aim of the program is to provide drug treatment to people charged with felony possession of drugs crimes.

Of the nearly 1,000 illegal drug possession cases filed annually in King County, program proponents hope to provide half with treatment. Treatment will include acupuncture, counseling, random urinalysis and at least one monthly status hearing. Defendants may also attend anger-management classes, job training and other life skills courses.

If a defendant successfully completes the treatment program, charges will be dismissed. A formal treatment contract will serve to clarify both the court and the defendant's responsibilities to the program.

• **PIERCE COUNTY** recently took a major step toward improving number: EPA/530-SW-90-073B).

■ The EPA's new publication, "The Municipal Solid Waste (MSW) Factbook: An Electronic Reference Manual," summarizes key data information found in dozens of reports and publications.

The factbook contains dozens of useful charts, graphs, maps and tables, names, addresses and telephone and numbers for key contacts. The complete text of the Municipal Solid Waste Landfill Criteria is also included.

The MSW factbook is available as a manual or on software, which will be updated regularly. For more information, or to order copies, call the RCRA hotline at 800/412-7672.

■ The American Water Works Association (AWWA) has produced a new video, "Is It Safe to Drink?" The video explains how public drinking water is made safe and illustrates the work of several utilities in providing a safe and reliable supply. The compelling and informative documentary-style video discusses how water providers resolve water quality challenges.

For more information, or to order the video, call AWWA at 1/800/926-7337 and mention catalog number 65042GK.

■ "Survival Guide for Elected Leaders: Essential Skills and Resources for Small Towns Officials," is the newest guidebook by the National Association of Towns and Townships (NATaT).

This publication is designed to improve the management skills of local elected and appointed officials, and to encourage more people to seek local office. The book's chapters are devoted to human resources — getting the most out of local government employees, running productive meetings, communicating effectively with the media and the public, managing local government

service to builders, developers and other customers of the county's permitting center.

The new automated Permit Application Status System (PASS) has been put into operation, allowing applicants to obtain building inspection and other permit application information in minutes over a touch-tone telephone. PASS not only allows customers quicker access to information, but also eases demand on the center employees, allowing them more time for customers who come into the office.

County Executive Doug Sutherland referred to PASS as a "feeder street on the information highway that is proving a popular route for permit commuters."

finances, and working successfully with volunteers.

The publication costs \$7.95 for NATaT members and \$14.95 for others. For more information, contact NATaT, 1522 K St., N.W., Suite 600, Washington, DC 20005, phone: 202/737-5200, fax: 202/289-7996.

■ The Reason Foundation has released "Intergovernmental Contracting for Public Services," a new study that shows how to raise the level and quality of services without raising taxes.

The study shows how this can be done by contracting with other government agencies to provide some core government services. The experience of dozens of California cities who have tried this approach has proven that intergovernmental contracting for public services can greatly reduce the costs of their provision and can lower cities' tax burdens.

For more information, contact the Reason Foundation, 3415 S. Sepulveda Blvd., Suite 400, Los Angeles, CA 90034, or call: 310/391-2245.

CALL FOR NOMINATIONS

■ The National Council of Juvenile and Family Court Judges is calling for nominations for its 57th awards program.

Annually in July, during its Annual Conference, the Council recognizes and honors outstanding projects and persons in the juvenile and family law system, and/or those projects or persons who have made significant contributions to the betterment of America's families and children.

The deadline for submissions is May 16. For more information on nominations and categories, call Marie Mildon, staff liaison to the Awards Committee, at 702/784-6686.

Notices ... notices ... notices

CONFERENCES

■ The Government Finance Officers Association of the United States and Canada (GFOA) is holding several government financial management seminars during February and March in Ft. Lauderdale, Fla. and Salt Lake City Utah.

"Financial Reporting and the GFOA Certificate of Achievement," "Capital Budgeting and Financing," "Internal Auditing for Governments," "Fixed Asset Accounting and Reporting," "Intermediate Governmental Accounting," are a few seminars planned.

Advanced registration is required. For more information, contact the GFOA Educational Services Center, 180 North Michigan Ave., Suite 800, Chicago, IL 60601, or call Monica Slora at 312/977-9700.

■ The 1994 Annual American Public Transit Association's (APTA) Legislative Conference is March 6-8 in Washington, D.C.

Top Administration officials including, Transportation Secretary Federico Peña and Federal Transit Administrator Gordon Linton have been invited to speak.

For more information, contact Rebecca Alexander at APTA, 1201 New York Ave., N.W., Washington DC 20005, phone: 202/898-4000, fax: 202/898-4070.

■ The General Services Administration (GSA), EPA and the Department of Energy are presenting a conference on energy, water and environmental conservation, March 8-10, in Tysons Corner, Va.

The conference will cover such topics as energy management tools, alternative fuel vehicles, building technologies, water conservation and environmental procurement.

For more information, call the GSA/TEEM hotline at 703/812-5386.

■ "End Homelessness Through Service Delivery," a technical workshop by the National Alliance to End Homelessness is March 10-11 in New Orleans, La., and is co-sponsored by UNITY for the Homeless.

The workshop will provide information on the types of services homeless people need to escape homelessness, and how these services are delivered.

For more information, contact Robin

Holly at the Alliance office at 202/638-1526.

■ NACo, in conjunction with the U.S. Conference of Mayors and the Municipal Waste Management Association, is co-sponsoring the second annual conference on "Reinventing Solid Waste: Practical Solutions for the '90s," March 23-25 in Washington, D.C.

This year's conference will cover topics such as: the economics of recycling, procurement, composting, privatization, environmental justice and international initiatives.

For more information, contact Naomi Friedman at NACo at 202/942-4262.

■ "Renew 94," a conference and trade show promoting a renewable energy future is April 11-13 in Stamford, Conn.

Organized by the Northeast Sustainable Energy Association (NESEA), the conference will focus on renewable energy technology, environmental and resource use issues, economics of renewable energy and renewables policy and regulations.

For more information, contact NESEA, 23 Ames St., Greenfield, MA 01301, or call: 413/774-6051.

■ The Housing and Development Law Institute (HDIT) will hold its annual spring conference on April 24-25 in Washington, D.C.

This year's conference "Public Housing Authorities and Localities Together: Achieving Affordable and Fair Housing," will feature distinguished speakers discussing the legal implications of recent, interrelated changes in Department of Housing and Urban Development's approach under the

federal affordable housing, community development and fair housing programs.

For more information, call HDLI at 202/265-8102, or write: HDLI, 1614 20th St., N.W., Washington, DC 20009.

■ "For the Children: Cooperation, Communication and Commitment," is the theme for the North Dakota Family Support Council's 5th Annual Child Support Training Conference, April 20-22 in Fargo, N.D. The conference goal is to bring together child support enforcement officials throughout North Dakota and neighboring states for valuable training, education and networking opportunities.

For more information, contact Kathy Ziegelmann, Southeast Regional Child Support Enforcement, P.O. Box 2806, Fargo, ND 58108, or call: 701/241-5640.

■ The 1994 State and Local Government Benefits Association Convention is April 24-27 in Portland Ore.

Pre-registration is required. For more information contact Patricia Mills, Institute of Government, 113 McCreary Hall, Eastern Kentucky University, Richmond, KY 40475, or call: 606/622-2535.

PUBLICATIONS

■ "Markets for Compost," an EPA study on factors affecting current supply and demand for compost, has been published, along with an accompanying brochure, "Summary of Markets for Compost." The study is available for a fee by calling the National Technical Information Service at 703/487-4650, or 703/487-4639 (TDD). The summary booklet is free by calling the RCRA/Superfund hotline at 1/800/424-9346, or 800/553-7672 (TDD). (Order

Job market

ASSISTANT CHIEF PROBATION OFFICER — SAN DIEGO COUNTY, CALIF.: Seeking top-level executive with extensive experience in the field of probation and corrections to assist the Chief Probation Officer in directing the services of the County Probation Department. The department operates Juvenile Hall and six in-custody detention facilities for adult felons and misdemeanants on transfer from the County jail; provides investigative and

supervisory services to the Superior and Municipal Courts; and administers treatment, rehabilitation, counseling and work furlough programs. Budget is \$58 million; staff of 1,131. Executive benefit package includes relocation allowance. \$65,000-\$85,000 negotiable. File by March 18, 1994. For resume submittal form and recruitment brochure detailing the application process, position and benefits, please contact: County of San Diego, Department of Human

Resources, 1600 Pacific Highway, Room 207, San Diego, CA 92101, (619) 236-2191 or 531-5139.

COMMUNITY DEVELOPMENT DEPUTY DIRECTOR — LEE COUNTY, FLA.: \$45,968-\$68,952, excellent benefits. Challenging mgmt position in rapidly growing dynamic coastal County in SW Florida. Assists Director in Coordinating program & budget activities for large dept of 230

employees & an annual budget >\$14m. Includes divisions of Planning, Zoning, Development Review, Codes & Building Svcs, & Natural Resources Mgmt. Requires a combination of training & experience equivalent to a 4yr degree in planning, geography, business or public administration, or related field & 5yrs of progressively responsible professional experience in community development or business or public mgmt, including 3yrs in an administrative or supervisory capacity. Applicant should have general

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knowledge of the above functional areas, with a specialty in at least one. Must have excellent mgmt and administrative skills, superior writing & oral communication skills. Submit resume with SS# to Lee County Human Resources, P.O. Box 398, Ft. Myers, FL 33902.

COUNTY ADMINISTRATOR — RICHLAND COUNTY, S.C.: Join a team of dedicated professionals in a progressive southern county of over 280 thousand citizens with anticipation of great growth into the 21st century; an annual budget of over \$60 million, and over 1100 employees. Absolutely confidential treatment of all information & resumes. We're looking for a professional with 6 to 10 years experience in public or private sector administration. Budget preparation experience, E.E.O.C., outstanding ability to lead and relate to people. A graduate degree is desirable in public administration, engineering or business administration. Salary is open depending on experience. Resumes to: Chuck Larsen, The Personnel Network, Inc., 1621 Newberry Avenue, Columbia, South Carolina 29212. Postmark by closing date: 3/20/1994.

COUNTY ADMINISTRATOR — WORTH COUNTY, GA.: Appointed by a five member Board of Commissioners. Responsible for overall administration of the county government in accordance with policies determined by Commissioners. Duties and responsibilities include supervision of department heads and staff, budget preparation and control, public relations, long-range planning and review and update of day-to-day county operation policies and procedures. Requires BS degree or equivalent in Business or Public Administration or related field with three years previous administrative experience in a responsible professional capacity in public administration. Salary negotiable based on experience and qualifications. Send resume to: Worth County Commissioners, 201 N. Main St., Room 10, Sylvester, GA 31791 through March 1, 1994. EOE/M-F-H.

DIRECTOR OF E.M.A. — WORTH COUNTY, GA.: The Worth County, Georgia government is seeking a Director of Emergency Medical Services/Civil Defense (GEMA)/County Fire Department. Prefer high school graduate or equivalent; valid Georgia Driver's License. Applicant must be certified EMT/Paramedic and prefer certified firefighter. Must possess excellent verbal and written communication skills, strong leadership ability, dedication and commitment to the job. Position is a department head level. Salary depends on qualifications, education and experience. Physical Required. Applications will be accepted until 5 p.m., February 23, 1994. Apply: Worth County Commission Office, 201 N. Main St., Rm 10, Sylvester, GA 31791.

DIRECTOR, GENERAL SERVICES — SAN DIEGO COUNTY, CALIF.: Seeking top-level executive to direct internal support services to the County's 45 departments and 16,500 employees. The Department of General Services maintains County land, structures and vehicles and provides centralized printing, mail and records storage services. Staff of 400; budget of \$60 million. Executive benefit package includes relocation allowance. \$70,000-\$98,000 negotiable. Deadline for filing applications is March 24, 1994. For resume submittal forms and recruitment brochure detailing the application process, background requirements and benefits, please contact: County of San Diego, Department of Human Resources, 1600 Pacific Highway, Room 207, San Diego, CA 92101, (619) 236-2191 or 531-5139.

ECONOMIC DEVELOPMENT EXECUTIVE DIRECTOR — WAYNE COUNTY, IND.: Economic Development Executive Director to serve under the President. Duties include business retention and expansion, industrial prospecting and community marketing. Candidates must have knowledge of local government, successful experience in economic development, excellent communication, interpersonal and organization skills. Resume and

references to: James S. Sweet, Board Chairman, Economic Development Corporation of Wayne County, P.O. Box 1919, Richmond, IN 47375.

EXECUTIVE DIRECTOR, FLO-RIDA ASSOCIATION OF COUNTIES (FAC) — TALLAHASSEE, FLA.: Appointed by and responsible to the Board of Directors. The Executive Director works closely with the five member Executive Committee. Direct staff of 20 persons and administers \$1.5 million Association budget. Represent the interests and needs of Florida county government, including legislative activities with both the legislative and executive branches of state government. Proven senior-level public administration/business/association management or related background important. Office building and enterprise venture management highly desirable. Knowledge of county government structure, services, and legislative processes required. Strong leadership, financial management, employee relations, and organization administrative skills essential. Baccalaureate degree required; relevant graduate degree preferred. Salary commensurate with experience and qualification. Apply in writing to Commissioner Marlene Young, Post Office Box 60, Bartow, FL 33830-0060. EOE.

EXECUTIVE DIRECTOR, SISKIYOU TRAINING AND EMPLOYMENT PROGRAM, INC. (STEP) — SISKIYOU COUNTY, CALIF.: Salary \$40,000 per year. STEP is a service provider within the Northern Rural Training Employment Consortium (NoRTEC) and administers approximately \$800,000 of JTFA funds annually to provide job training services in Siskiyou County. Responsibilities include General Management, carrying out Board policies as well as NoRTEC policies and directives, accomplishing the agency's goals and objectives and managing its programs and resources. Optimum qualifications include: A college degree in Business Administration, Public Administration, Social Science or related field. Not less than four (4) years of increasingly

responsible experience in supervising others. Ability to communicate effectively in written and verbal forms. Ability to establish and maintain good relations with staff. Ability to develop and maintain work relationships with various governmental and community organizations. Knowledge of the principles of organization, administration and management as applied to a governmental agency. Knowledge of public budgeting and accounting. Closing date is April 15, 1994. Please call (916) 938-3231 for application packet. EOE/AA.

GRANTS COORDINATOR — NORTHAMPTON COUNTY, PA.: Northampton County, Pennsylvania is seeking a Grants Coordinator to pursue grants for all phases of Northampton County Government. Salary based on commission of grants received. Please send letter of intent and resume to: GRANTS COORDINATOR, Northampton County Government Center, Office of Administration, 669 Washington Street, Easton, PA 18042. Call 610-559-3191 for additional information. Northampton County complies with all State and Federal laws regarding Equal Employment Opportunity. Deadline for submission of letters is February 25, 1994.

INFORMATION SYSTEMS DIRECTOR — MARSHALL COUNTY, IOWA: Marshall County, IA is seeking an IS Dir to develop and manage an IS Dept with hands-on responsibility for the county's central mid-level processing system with distributed terminals/PC's. Preferred BA degree; required minimum 3 yrs in mid-level computing systems & PC's plus 2 yrs management exp. Depth in UNIX, PC apps. or Co. gov't is a plus. Salary: \$36,000 to \$54,500 plus excellent benefits. Closing date: March 11, 1994. Send Resume: Board of Supervisors, Marshall County Courthouse, Marshalltown, Iowa 50158.

PUBLIC HEALTH OFFICER — LEWIS AND CLARK COUNTY, MONT.: The Lewis and Clark County

Board of Health is seeking qualified applicants to fill the position of Public Health Officer. Lewis and Clark County is located in southwestern Montana and has a population of 50,000. The Health Department has an annual budget of about \$1.7 million and a 45-member staff. Montana law requires the Public Health Officer to be "a physician or a person with a master's degree in public health or the equivalent and with appropriate experience." The Board of Health has expressed a preference for the master's degree to be in public health or in areas of the natural sciences, social sciences and/or management. Academic training in research methods and statistics is desirable. A minimum of five years progressively responsible public health management experience is required. Public health management experience in rural areas is preferred for this position. The salary range for the Public Health Officer has been established at between \$45,000 and \$50,000 depending upon the successful candidate's experience and abilities. The position also offers benefits including life, vision, dental and health insurance, and paid vacation. For complete application package and copy of the detailed position description, please write the Lewis and Clark County Personnel Department, P.O. Box 17 Helena, MT 59624. The closing date for receiving applications is March 25, 1994.

ROAD AND BRIDGE ADMINISTRATOR — BEE COUNTY, TEXAS: Bee County is accepting applications for Road and Bridge Administrator. The Administrator is responsible for, but not limited to, construction and maintenance of miles of county roads. Minimum requirements include education experience substantially equivalent to a bachelor's degree in public, business, civil engineering or a related field, at least six years of progressively responsible experience in the building and construction trades including managerial and supervisory experience. Salary Range is \$27,726.40-\$36,420. Submit resumes to Jay Kimbrough, County Judge, 105 West Corpus Christi Room 106, Beeville, Texas 78829. Closing Date: April 15, 1994.

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 February 28, 1994. EOE/VP.**



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THURSTON COUNTY Washington

Thurston County, Washington, is home of the state's capital city, Olympia. The county has approximately 175,000 residents and is one of the fastest growing areas of the United States. We have recently created several new senior level career opportunities:

Development Services Director — oversees the land use and development, permitting, current planning building safety and code enforcement functions. Salary: \$4115-5487 mo.

Director of Water and Waste Mgmt. — oversees the storm/surface water, lakes, water/wastewater and solid waste utilities functions. Salary: \$4251-5668 mo.

Director of Central Services — oversees the county's information technology program, mailroom and telecommunications services, facilities development, maintenance and property mgmt. functions. Salary: \$4115-5487 mo.

Each of these positions requires a related degree and at least 4 yrs. of sr. level mgmt. experience in the respective areas. To apply, submit resume and letter summarizing interest, experience, and qualifications to: T. Fitzsimmons, Thurston County, 2000 Lakeridge Dr., S.W., Olympia, WA 98502. To receive an information packet about the positions, call 206/754-3800. Applicants with disabilities who need accommodation to complete with the application process should contact the ADA Coordinator at 206/786-5498 or TDD 206/754-2999. **Resumes must be received or postmarked by the 3-11-94 closing date.**

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For more information, call County News, National Association of Counties, 202/942-4256.