

County News

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Rally to Stop the Mandate Madness galvanizes anti-mandate campaign



Photo by David Hathcox

Stepping off to rally against unfunded federal mandates, leaders of the NACO, U.S. Conference of Mayors, National School Boards Association and National League of Cities coalition begin their walk to the rally site at the Capitol. (See story, page 2.)

I N S I D E

Remember when "taking a picture" meant capturing an image on film? Now, you take a picture and capture an image on your computer. The process is called "imaging." Learn more about it in "Technology News." **page 4**



Delegates to the 1994 Legislative Conference heard from top Administration and congressional officials. County News' complete conference coverage begins on ... **page 7**

By an 8-1 margin, delegates at the Legislative Conference said times were going to get better for their county over the next two years.



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Were you or your friends caught by the County News photographer at the Legislative Conference? See our feature, "The Legislative Conference in Focus."



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Rally to Stop the Mandate Madness galvanizes anti-mandate campaign

Twenty new co-sponsors sign on to Condit bill in the wake of the March 8 event

Mandates at Home

(Below is just a sampling of how county officials view unfunded federal mandates.)

"The mandates that are being handed to us by the federal government just mean more taxes we have to raise at the local level. In my mind, some of the biggest are the environmental regulations handed to us by EPA for wastewater treatment. One month they tell us to do one thing, and then we turn around and six months later we have to take out what we just put in, and it's costing taxpayers a lot of money."

Barry Minnich
councilman
St. Charles Parish, La.

"First of all, the solid waste mandate ... forced us to close our local landfill. We had planned, and had a system in place that was environmentally sound by the standards set in the '80s, and then they changed the rules. The closing of the landfill added additional costs to the taxpayers. We're looking now at storm water management as another huge expense at the local level, and we're not yet sure how we're going to manage that."

Mary Sinclair
commissioner
York County, Va.

"Probably the Americans With Disabilities Act has cost us the most in the way of federal mandates. None of our buildings were constructed for those guidelines so everything has had to be revamped or is still in the process of being revamped. We've had to reorganize offices and staff. We've had to change floors. We've had to do a lot of moving around, a lot of construction."

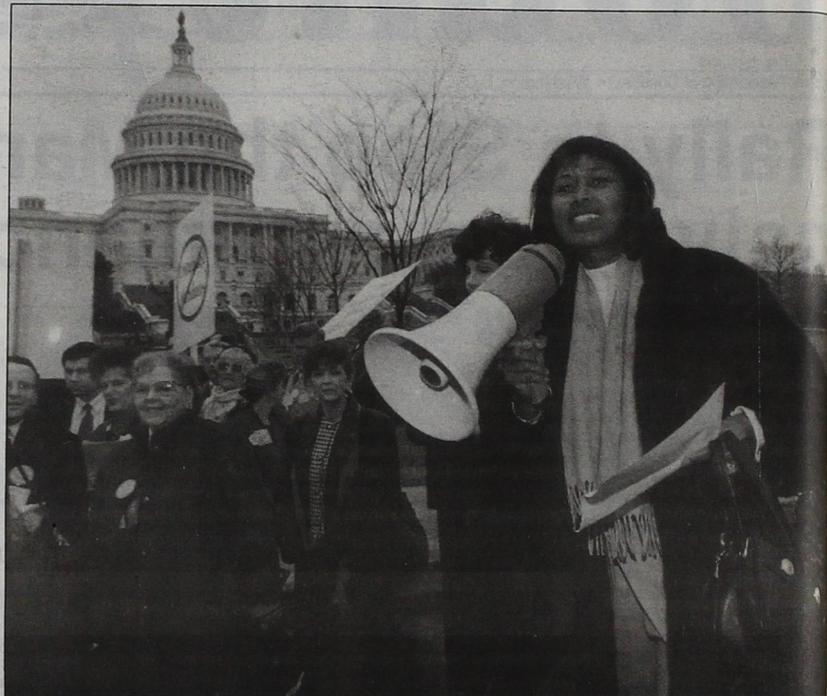
Audrey Vickers
commissioner
Highlands County, Fla.

By Beverly Schlotterbeck
editor

Sponsors of the Rally to Stop the Mandate Madness, highlight of NACo's Legislative Conference, must have thought the heavens were frowning on their cause when a beautiful 60-degree, sun-washed Washington, D.C. Monday turned into a leaden-skied, 40-degree, showers-expected Tuesday.

But the weather dampened no one's enthusiasm for the Rally to Stop the Mandate Madness, as 400 county officials merged on the west Capitol terrace to chant and holler and applaud the revival-style speeches from NACo President Barbara Sheen Todd, Senator Dirk Kempthorne (R-Idaho), Representative Gary Condit (D-Calif.) and other leaders of the coalition supporting the Kempthorne/Condit measures (S. 993 and H.R. 140), which would outlaw any new federal mandates without appropriate federal funding.

Their enthusiasm was contagious. Since the rally, 20 new co-sponsors were recruited for H.R. 140, among them Representative George E. Brown (D-Calif.), chair, House Science, Space and



Yvonne Burke (r), chair, NACo Unfunded Mandates Task Force, leads rally participants in chants of "Hey. Ho Ho. Unfunded mandates got to go."

Technology Committee. (See page 12 for complete updated list.)



National School Boards Association President-Elect Boyd Boehlje testifies to the negative impact unfunded federal mandates have on school systems.

dates got a warm reception for their high-energy condemnations of unfunded mandates and praise for the efforts to bring them to a stop.

NACo President Barbara Sheen Todd set the tone as she drew a picture of declining federal support and increasing federal demands.

"We have examined the problem. The facts are clear. Too many federal mandates are costing us too much money. ... Last year, our survey [on the impact of unfunded federal mandates] revealed that counties spent an estimated \$4.8 billion of local resources on just 12 federal mandates. And there are more than 150 of those suckers. ... Federal aid to counties, on the other hand, has declined from 10.2 percent of our revenues in 1978 to a measly, wimp, sickly 2.2 percent in 1991."

Todd reproached Congress for neglecting to serve the interests of their constituents and threatened "that when voters back home understand that federal mandates are really hidden taxes, many of these members won't be coming back here much longer."

Warmly welcomed by rally participants, Sen. Kempthorne also took up the theme of hidden taxes and voter anger in his re-

marks. "[Americans] realize what these unfunded federal mandates are - they are nothing but hidden federal taxes that are making local leaders federal collectors. And that must stop." Kempthorne advised county officials to use support for his legislation as a "litmus test" for upcoming fall congressional elections. "If they won't support this, you won't support them." Wrapping up his remarks, Kempthorne predicted that Congress would pass the Kempthorne/Condit measure this year.

Since the rally, 20 new co-sponsors were recruited for H.R. 140.

Sen. Kempthorne's anti-mandate colleague in the House, Gary Condit, a former county supervisor, spoke to the heart of the matter when he told rally participants what unfunded mandates really mean.

"This is not about some debate about unfunded mandates. This

Continued on page 3

County News invites Letters to the Editor

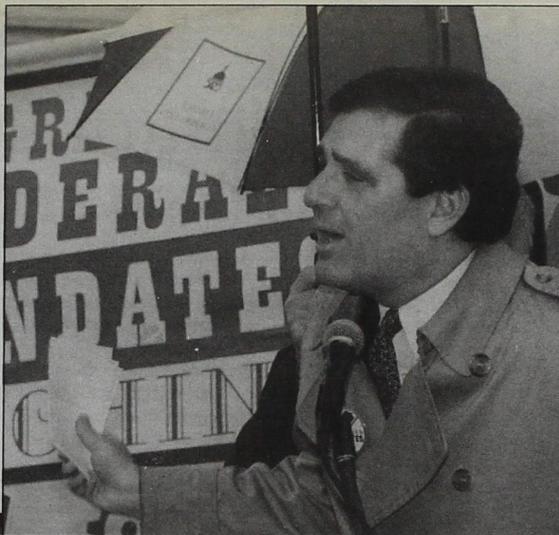
If you have a compliment, complaint or different point of view, let us know. Please include a phone number with your letter. Mail or fax to: County News, NACo, 440 First St., N.W., Washington, DC 20001-2080, 202/393-2630.

The rally

Against a backdrop of the Great Federal Mandate Machine on the west terrace of the Capitol, key leaders of the coalition opposing unfunded federal man-



Representative Gary Condit (D-Calif.), former county supervisor, blasts congressional "feel good" legislation which leaves Congress feeling good, but leaves local government to pay.



U.S. Conference of Mayors President Jerry Abramson lends his support to the rally effort.



Senator Dirk Kempthorne (R-Idaho), principal sponsor of anti-unfunded mandate legislation in the Senate, tells rally participants that South Carolina Governor Carroll Campbell, chair, National Governors' Association, supports their efforts.

about how you do your job. It's about how well you get to represent the local people. It's whether or not your libraries are going to shut down, or whether or not you're going to hire a new deputy sheriff, or whether or not you're going to have a new policeman on the beat, or whether you're going to get to expand your wastewater facility. That's what this is about."

Condit advised rally participants to be clear in their message when they lobby on behalf of S. 993 and H.R. 140. "Make sure they clearly understand your position. You want a stop—a stop to unfunded mandates. Don't let them tell you you want a study or

a report or a financial statement. What you want is to stop the mandates."

NACo coalition partners, U.S. Conference of Mayors President Jerry Abramson, National League of Cities representative Jim Coyle, mayor, Rockville, Md., and National School Boards Association President-Elect Boyd Boehlje, were also on hand at the rally to cheer on the anti-mandate crusade.

Boehlje spoke of the impact unfunded mandates have on school systems across the country, depriving children of core instructional services at the expense of meeting federal requirements.

Boehlje cited a study of 13 Orange County, Calif.

school districts that showed federal mandates costing the

districts \$70 million dollars over a three-year period.

The impact of these costs is especially egregious, because school districts, on average, spend three out of every four dollars on teacher salaries, leaving only \$1 to transport children, provide heat and electricity to school buildings, purchase textbooks and classroom equipment, he explained.

The rally's final speaker, Los Angeles County (Calif.) Board of Supervisors Chair Yvonne Burke emphasized the importance of recruiting additional sponsors for Kempthorne/Condit, and to enthusiastic applause, assured members of Congress "that we're not going away."

All photos by David Hathcox



Rally participants cheer on speakers.



NACo President Barbara Todd (l) opens the mandate rally. Also pictured, Representative Gary Condit (D-Calif.) and Los Angeles County (Calif.) Board of Supervisors Chair Yvonne Burke.

Mandates at Home

"Every time we turn around, the cost of handling municipal waste or sewer treatment is increasing, and it's all because of federal mandates. When the feds say no new taxes, what does that mean to you at the local level? It means they're dreaming."

Richard Duhe
councilman
St. Charles Parish, La.

"Between the federal government and, in our situation, the state of Iowa and their mandates, [that] leaves ... less than 25 percent of the budget that we really have anything to say about."

Gene Willis
supervisor
Hamilton County, Iowa

"The mandates in our county are affecting the number of officers that we're able to hire. It affects everything, just your daily, day to day work of the office. Not only my office, but all of the county offices.

"It's come to the point where the federal government is just shoving stuff down our throat faster than we can handle it.

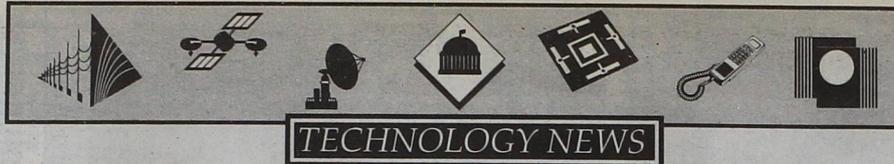
"Clean Air/Clean Water Act is another example. In our county, we add nothing to the water, we drill the wells and drink it, but that doesn't quite fit, now we're going to have to change it to what they in Washington, D.C. think we should have. And that mandate hurts. That just takes money away from the everyday operating moneys that we should have to run the county."

Terry Thompson
sheriff
Fremont County, Idaho

"We can't grow. For instance, we need more deputy sheriffs in the field. We need to double our law enforcement. We need a new jail. There are a lot of things we need right now in our county and we have to pay for the services that have already been dictated by the federal government.

"The new Clean Water Act will affect wetlands and those issues will affect how our citizens are able to use their own ground. We're the ones that get sued, for instance, when we tell them they can't use their ground, and so we're having difficulty with that."

Glen G. Thompson
treasurer
Summit County, Utah



So you are thinking about imaging?

Everyone has heard of imaging systems, but what are they? What can they really do for you? What are some of the issues associated with incorporating an imaging system in your workplace? What are some of the questions you need to ask before you decide to install an imaging system?

Question: What is an imaging system?

An imaging system stores pictures. Although most imaging systems are used to record pictures of documents, almost any figure or form can be stored. A picture, document or form can be entered into an imaging system either by scanning or by electronic transfer, thus potentially eliminating the need for producing some paper documents.

Although imaging systems differ by vendor and application, most imaging systems record key index information with each document and documents that are stored in the electronic equivalent of file cabinets and file folders. Each document simultaneously can be viewed by many people. Security protection restricts access to those who have the right to read a file or document. Some systems permit the addition of information, such as signatures or comments, to images.

Many systems include a document processing flow, which automatically channels documents through predetermined routes for handling, thereby eliminating document loss, misplacement or misdirection.

Question: Why are imaging systems suddenly so popular?

Imaging technology has been available for years. An early application in the 1920s by the Bartlane Cable Picture Transmission Company transmitted a newspaper photograph from London to New York. The process took five hours.

Technological advances in the last decade have helped change imaging from a scientific and research tool to a business-oriented application. Refinements in clarity, color, graphics, storage capabilities and transmission times have enhanced the appeal of imaging, while breakthrough technologies (including powerful desktop computers, high-speed communications and inexpensive mass storage devices such as optical disks) have made practical imaging systems affordable.

Question: What are the benefits of an imaging system?

An imaging system allows multiple parties to view a document or file at the same time. Documents

can be properly routed for processing. Files are not lost or misplaced. Security restrictions can be enforced. Storage space will be reduced.

With proper backup procedures, records can be better protected against catastrophic disasters. Paper usage can be decreased. Files can be sorted and accessed more easily to answer management questions, allowing personnel to make more informed, critical decisions. Imaging systems also enhance service delivery to customers.

Question: What legal issues should be considered?

If the imaging system is to be used for archive storage, the party or agency responsible for establishing archive standards should be consulted before original documents are destroyed.

Other legal issues revolve around the validity of electronic signatures and the need for "original" documents. Answers to these questions typically vary by jurisdiction and application.

Question: Where are imaging systems in greatest demand within a typical county?

A quick review of recent local government activity shows a heavy

influx of imaging systems designed to store land records, court records, public safety records, vital records, health records and personnel records.

Question: When should a department or agency consider an imaging system?

If a department or agency exhibits two or more of the following characteristics, an imaging system may be productive:

- a large number of documents processed
- a large staff required for document processing
- a complex work flow for document processing
- frequent document access
- multiple party access
- access needed or requested by external organizations
- high storage costs
- limited storage space
- long archival retention requirements
- sensitive security requirements
- graphical components associated with the information, or

• customer service requirements.

Question: How can the costs of an imaging system be offset?

Part of the expense of an imaging system can be covered by reduced storage and space costs. Considerable savings in staff time also should be realized.

Question: Where can more information about imaging be found?

There are a number of publications dedicated specifically to imaging. Two journals that you may want to obtain include *IMAGING*, *The Imaging Industry Magazine*, phone: 800/542-7279, fax: 212/691-1191, and *Advanced Imaging*, 445 Broad Hollow Road, Melville, NY 11747.

If we may be of assistance to you, please call the NACoNET toll-free number, 1/800/551-2323. Any comments, questions or suggestions for future topics can be sent to: Technology News, c/o County News, 440 First St., N.W., Washington, DC 20001, or fax to: 202/737-0480.

Imaging in the county

Orange County, Calif.

Webster Guillory, manager, management services, for Assessor Bradley L. Jacobs, coordinated a re-engineering effort for the assessor's department that included an imaging component. More than six million documents have been processed, including business property records, deeds, change of ownership statements, property records and supporting letters.

Working on the premise that more than 80 percent of docu-

ments received do not need to be reviewed after initial processing, Guillory attributes the success of the assessor's imaging system to easy document access.

More importantly, Guillory believes the value of the "intelligent" document, complete with signatures and ancillary information, is much greater than the past approach of capturing only pieces of information from documents.

North Dakota counties

Randy Schwartz, planning co-

ordinator for the North Dakota County Association for Technology, has been working with imaging systems in conjunction with North Dakota counties.

Schwartz notes, "Imaging makes it faster and easier to find information and gives us access to more information. It encourages us to research more thoroughly than ever before and not to settle for only part of the story before making a critical decision. Imaging is making us more productive and, hopefully, better decision-makers."

NACo's Volunteerism Project wants your volunteer program success story

NACo's publication, "Volunteers and Counties: Partners in Service — 12 Programs That Work," has been a successful tool to promote volunteerism in county government. The Volunteerism Project is soliciting program descriptions for the 1994 edition from rural, suburban and urban counties. The purpose of the booklet is to illustrate the diverse and innovative na-

ture of county volunteer programs.

If you would like your county's volunteer program to be considered for inclusion in the 1994 edition, please send NACo's Volunteerism Project a 1-2 page description including the need your program fills, program successes, involvement/support of county officials, number of volunteers involved, hours donated or estimated value of their

service, and the program's annual cost.

Deadline for submission of program descriptions is Friday, April 29, 1994. Send to: NACo's Volunteerism Project, 440 First St., N.W., Washington, DC 20001. If you would like more information, please contact Sandy Markwood at 202/942-4235 or Peter Lane at 202/942-4288.

NACo

on the move

On the Move will resume in the next issue.

County News

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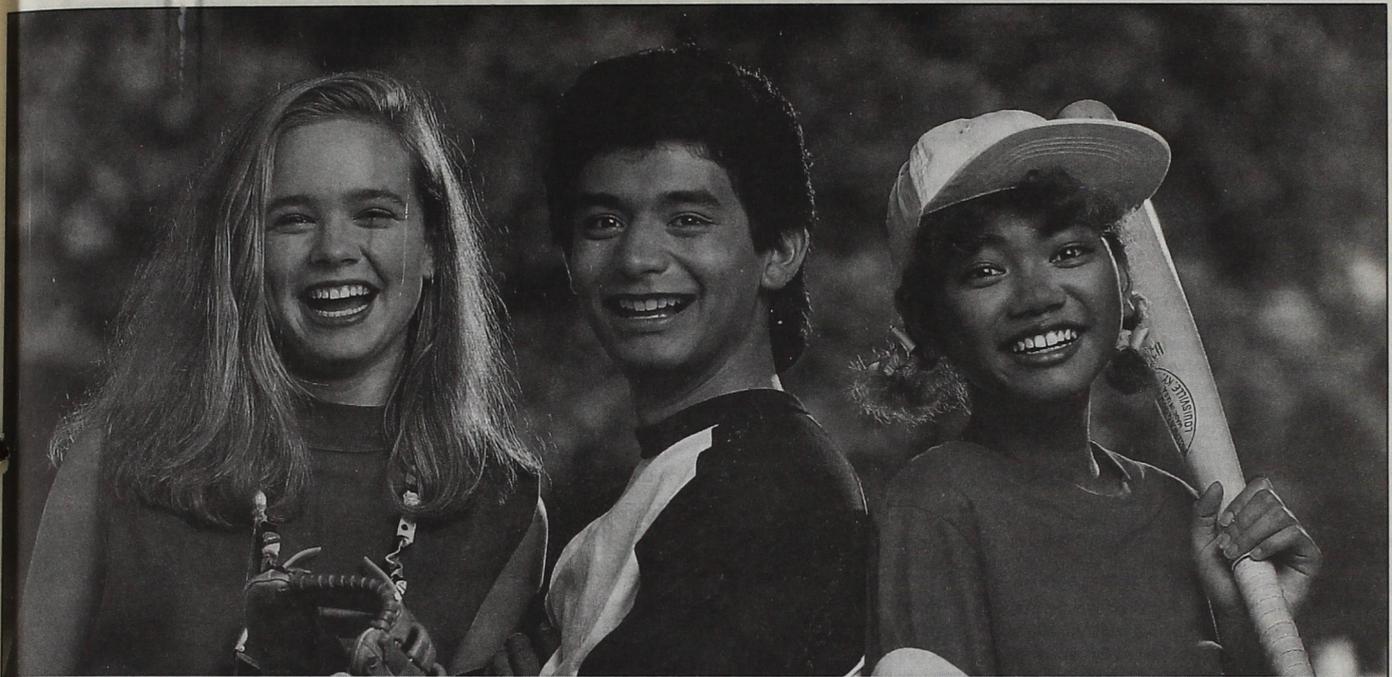
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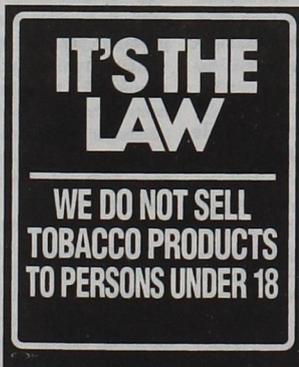
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Publisher's Perspective

Counties and the politics of health care reform

By Larry Naake
County News Publisher

As spring arrives in Washington, D.C., the politics of health care reform has shifted dramatically from the White House to Capitol Hill.

This shift became clear during our recent Legislative Conference, when the NACo Executive Committee and health policy leadership were involved in an intense, productive, three-hour meeting in the White House. We met with health policy advisors and with Harold Ickes, the president's deputy chief of staff and principal health care political strategist. We met not only to reassure the Administration that NACo and America's counties supported many of the fundamental principles for reforming the health system that are contained in the president's plan, but also to seek changes in areas where counties have serious concerns.

It is clear that NACo policy, developed over the past decade, is closer to the Clinton plan than any of the other proposals before the Congress. We particularly support those principles in the president's plan that call for universal coverage, universal access, a defined set of comprehensive benefits, cost containment, an emphasis on preventive and primary care, state and local flexibility in designing health systems, and federal recognition of the county public health and medical care systems.

However, it is also clear that we have serious concerns with certain aspects of the proposal, including: not permitting counties to self-insure; no guarantee that county programs and facilities receiving federal discretionary funds will receive health plan reimbursement during the transition; the lack of a dedicated source of funding for traditional public health functions; no health care coverage for detainees in jails and juvenile facilities; and limits on mental health and substance abuse benefits that could result in major cost shifts to counties.

A thorough discussion of these issues was very helpful in explaining and clarifying the NACo position to the Administration. However, as the evening progressed and finally ended, it became clear that the Administration was no longer in a position to negotiate changes in its proposal. The action had now shifted to Capitol Hill, and the Administration sincerely and properly, believed that negotiating changes at this point in the process would only work against their own interest.

But as I said, this meeting was extremely important and productive. It allowed us to clarify our positions, reinforce the areas where we agree with the Administration, and agree to continue a meaningful dialogue on those areas where we disagree.

The actual legislative work has begun on the House side. As this process gathers steam, NACo is intensifying its discussions with congressional health leaders. The Hill continues to focus on the big picture items, such as health alliances, premium controls, employer and individual mandates, and the financing package. We are constantly reminding them of the "nitty-gritty" local service delivery and county employer issues that will determine the success or failure of reform.

The House process is very fluid, with three major committees expected to pass three different reform hybrids this spring. The Democratic leadership is walking a fine line to ease tensions within their ranks between the single payers and conservative Democrats. They will need nearly all of them to pass a bill on the floor, since no Republicans are expected to support a Democratic leadership bill.

The real hope for a breakthrough on reform lies in the Senate, where Republican moderates are interested in a bipartisan agreement and Democrats recognize the political imperative to craft such a bill in order for it to survive the Senate floor. The Finance Committee will be the key, and the entire committee held a mid-March retreat to try to find common ground.

If a Senate-designed compromise blooms this spring, it is even more critical for counties to push hard on our provider and employer issues. The March 28-April 10 congressional spring recess is a very important time for county officials to meet face to face with their senators and representatives to "talk county." They need to be reminded that we do assume key health responsibilities currently and will continue to do so during and after the transition to reform. Our political clout and contacts with the same constituency they represent must be used to counter the well-financed forces that would rather protect their industries.

While it is only the beginning of spring, time on the congressional calendar is running short. By April, there will be fewer than 85 legislative days before the August recess. County officials can make a difference by working closely with the Administration and Congress to create a system that will benefit all Americans and recognize the key role of counties.

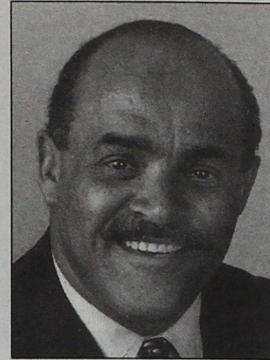


NACo names new legislative director

Reginald N. Todd, chief executive officer of the National Community Development Association (NCDA), has been named NACo legislative director, effective April 4.

Todd, who has a law degree from the University of Maryland, brings a strong background in management and local government advocacy to his new position.

As NCDA director for the past seven years, Todd was responsible for the day-to-day operations of the 500-member association which represents the interests of local governments that administer federally supported



community development, housing and human services programs.

Among the more visible NCDA projects is the annual National Community Development Week, which celebrates and highlights the benefits and importance of the Community Development Block Grant Program.

Prior to joining NCDA, Todd worked for the National League of Cities as a legislative counsel, concentrating in the community and economic development arena and representing urban and municipal interests before Congress and federal agencies.

Todd, who will replace Ralph Tabor as legislative director, was chosen from a field of 400 applicants.

EPA RULE-MAKING BRIEFS

NACo comments on landfill financial assurance test

(EPA Rule-Making Briefs will feature news about EPA proposals, their impact on county governments, and NACo's response.)

On behalf of its landfill-owning counties, NACo submitted comments to an EPA regulation proposing a "local government test" to serve as an alternative to the current financial assurance requirement for Subtitle D landfills. Meeting the test would allow a county to avoid having to establish a trust fund or obtain other insurance for landfill closure and post-closure costs.

NACo commented that the pro-

posed regulation was very complex, lacked definitional clarity, and did not provide enough time for analysis by local government financial experts.

The test appeared to be useful for large counties with investment-grade bond ratings and sophisticated financial accounting practices, but less helpful to counties without bond ratings debt. The test would impose a set of ratios regarding cash balances, debt service, and use of borrowed funds for the latter type of counties.

Annual reporting requirements, including a special report by an independent auditor or the state auditing agency, would be expensive and burdensome in some states, NACo noted. A 60-day extension of the comment period was also requested by NACo so that counties would have additional time to review the proposed regulation. A decision on that extension is expected shortly.

Information collection rule proposed for public water systems

Public water systems serving a population of 10,000 or more would be required to provide EPA with specific drinking water quality information under a rule proposed on Feb. 10 in the *Federal Register*. The information collection regulation is the first in a package of three "disinfectants and disinfection byproducts" rules. The rule will require the collection of data about the occurrence and treatment of dis-

infectants and microorganisms, including giardia, cryptosporidium and viruses.

Systems that serve between 10,000 and 100,000 people and rely on surface water (or groundwater under its influence) would have to monitor source water at the treatment plant intake for giardia and cryptosporidium, the two disease-causing organisms that caused an outbreak of sickness in Milwaukee, as well as for fecal coliforms.

Groundwater systems serving a population of more than 50,000 would have to complete laboratory or pilot-scale studies at the plant for microbial contaminants.

Larger systems, serving more than 100,000 people, would have to monitor for viruses as well as the other contaminants. If contaminants are found to exceed over one pathogen per liter in the source water, monitoring would be required for those same contaminants in the finished drinking water. The larger systems would also have to monitor for disinfection byproducts and other water quality indicators.

Information from the rule would be used to develop possible changes to the other two future regulations on drinking water — the enhanced surface water treatment rule and the "Stage 2" disinfectants/disinfection byproducts rule. Both rules are expected to follow in the next few months.

(Reported by Diane Shea, associate legislative director.)

Congratulations John!



NACo Immediate Past President John H. Stroger, Jr. has won his bid to run as the Democratic candidate for Cook County, Ill. board of commissioners chairman in the November election. Stroger won his party's nomination, beating out two other candidates with an unofficial 47 percent of the vote, March 15.

In the next issue of *County News*, Jeff Arnold, associate legislative director for public lands, explores the Sagebrush Rebellion and its impact on counties in the West.

Board takes stand on 31 new policy issues

NACo's policy process was in full swing during the Legislative Conference as the Board of Directors adopted 31 interim policy positions proposed by NACo's steering committees.

The resolutions ranged from support for Treasury Secretary Lloyd Bentsen's efforts to reform firearm dealers licensing to opposition for proposed Occupational Safety and Health Act amendments.

Employment

Two of the major resolutions taken up by members of the Employment Steering Committee were on the Clinton Administration's Re-Employment Act of 1994 (see sidebar) and the School-to-Work Opportunities Act, urging Congress and the Administration to ensure that counties and local governments have primary roles in the implementation of such programs.

Another resolution approved by the committee opposed cuts in the Title IIC Program of the Job Training Partnership Act.

Environment, Energy and Land Use

In anticipation of legislation or regulations stemming from the "environmental equity" movement — a movement that claims discrimination in the siting or operation of waste facilities — NACo adopted a policy opposing any attempts by the federal government to impose further regulation on local land-use planning.

The policy also calls on the federal government to assist, financially, local governments' efforts to implement and enforce environmental laws in a non-discriminatory fashion, as well as to scientifically evaluate the cumulative health risks to all persons who live near pollutant-emitting facilities.

Health

Comprehensive health care reform was the central focus of NACo's Health Steering Committee meeting which passed three resolutions related to reform efforts.

One of the resolutions expresses support for making a comprehensive range of mental health and substance abuse benefits available on



Monterey County, Calif. Commissioner Barbara Shipnuck (r) presents proposed resolutions from the Children's Initiative Task Force to the Board of Directors for adoption. (l) NACo Senior Project Director Sandra Reinsel Markwood, who staffs the task force.

the same terms as other health services. The resolution also seeks federal designation of county mental health and substance abuse programs as essential providers and assurance that funding such programs be retained within local county delivery systems during the transition to an integrated health care system.

The committee also passed resolutions urging the inclusion of health benefits for detainees in county correctional facilities in the Clinton Administration's Health Security Act, and an active county role in the coordination and integration of acute and long-term care initiatives. Resolutions urging childhood lead poisoning intervention and expanded vaccine access through county health departments were also passed.

Human Services and Education

Growth in violence and violent acts, especially as they relate to children, prompted the Board to adopt a measure that encourages counties to:

- provide services to children and their families who are victims of violence
- develop interdisciplinary prevention, early intervention or treatment programs for children who are exposed to or engaged in violent behavior, and

- support the development of programs that teach parenting, problem solving and conflict-resolution skills.

Intergovernmental Relations

The Board adopted one resolution urging cooperation among the national associations representing local government groups and a second, on behalf of NACo and the National Association of County Recorders, Election Officials and Clerks, that encourages continuing dialog with a number of federal agencies and private associations affiliated with the mortgage lending industry about national and regional data banks.

Justice and Public Safety

NACo went on record supporting Treasury Secretary Bentsen's proposal to increase the federal license fee for gun dealers from its present \$66 to \$600 in 1995. The Bentsen proposal is one part of a package of proposed reforms to federal firearms licensing procedures which NACo also endorsed. These included:

- requiring firearms dealers to be in compliance with state and local gun control ordinances, and to report thefts or other inventory anomalies
- allowing the treasury secretary to request business reports from firearms dealers
- revoking licenses immediately

if a licensee is found guilty of a felony, and

- increasing the penalty for falsification of records from a misdemeanor to a felony.

The Board also adopted a lengthy policy resolution on the omnibus crime control measure now before Congress. The resolution urged Congress to pass crime legislation that would, among other things, eliminate requirements that states adopt federal sentencing policies, include a block grant program to fund programs such as drug courts, and encourage counties to enter into public/private partnerships to develop more cost-effective criminal justice programs.

Also in the justice and public safety area, the Board went on record supporting the Cooperative Extension Service's plans to provide training and support to elected county boards and county officials in the wake of natural disasters.

Labor and Employee Benefits

The unfunded federal mandate imposed by the Occupational Safety and Health Act (OSHA) was confronted in a resolution passed by the Labor and Employee Benefits Steering Committee. It urges Congress and the Administration not to enact pending OSHA reform legislation that imposes new requirements without providing federal funding. It also advises that a cost-benefit analysis be conducted to help determine the impact of OSHA standards that apply to all federal, state and local employees.

The committee approved another resolution supporting parity between public and private employers in providing health insurance under Clinton's Health Security Act, supporting coverage for individuals retiring before they are eligible for Medicare, and supporting the option for employers to offer Flexible Spending Accounts under the Internal Revenue Code.

The last resolution passed advises the Senate to enact legislation which permanently exempts public safety workers from the Age Discrimination in Employment Act.

Taxation and Finance

The Taxation and Finance Steering Committee passed a resolution urging Congress to adopt legislation exempting county treasurers and tax collectors from federal reporting requirements for large cash deposits. The committee also issued a resolution reaffirming NACo's position urging a "not-for-profit" postal rate for local govern-

ment for mandated mailing services, as well as a resolution urging Congress to amend the bankruptcy code relating to local government revenue sources.

Transportation

In response to EPA's recently issued regulations concerning the Intermodal Surface Transportation Efficiency Act and the Clean Air Act, the Transportation Steering Committee passed a resolution calling upon EPA and the Department of Transportation to study the issue further. In addition, the committee, along with the Environment, Energy and Land Use Steering Committee, will form a joint task force to study the issue and make recommendations at the Annual Conference.

Other resolutions approved included one opposing the reduction in operating assistance in the Administration's budget; another opposing any legislative attempt to restrict the ability of local government and airport operators to impose rates and charges and supporting the dedication of airport revenue to development, capital financing and operations; and another which makes recommendations on the metrication of highway design, construction and sign conversion.



NACo Board Member Dale White, judge, Harney County, Ore., listens to proposed policy resolutions during Sunday's Board meeting.

General Resolutions: Children's Initiative Task Force

Several policy positions proposed by the Children's Initiative Task Force, and supported by five steering committees, were adopted by the Board. These included a resolution supporting the development of collaborative partnerships for children's services, policy urging local flexibility for county governments in mobilizing the community in serving children's needs, and the elimination of categorically restrictive funding for children's services.

The latter resolution points out that categorical funding creates a barrier to the creation of interagency cooperation and client-centered service delivery, leads to unnecessary administrative costs, and requires excessive reporting requirements that dissipates valuable staff resources.

Clinton's job training initiative scrutinized

The Clinton Administration's job training initiative, called the Re-Employment Act, which could dramatically alter the nation's job training system, received reluctant approval from the Employment Steering Committee.

Although the committee passed a resolution supporting the goals of the Re-Employment Act, the committee did not support the current draft of the act for several reasons:

- 1) The act fractures service de-

livery at the local level and creates an additional tier of bureaucracy.

2) Local elected officials ultimately will be held accountable for negative financial and program results.

3) The selection of the career center must be competitively procured. The bill gives governors the authority to pre-empt the decision-making process of the local elected officials and private industry councils.

4) The act provides for the voluntary establishment of one-stop career

centers and stipulates that if it selects, the State Employment Service shall be the one-stop career center.

5) The bill would eliminate those local job training service areas with populations of less than 200,000.

In his speech at the conference, Labor Secretary Robert Reich told delegates that the bill is "a work in progress." He asked for NACo's input and assured, "We will work it out."

Board approves financial services enterprise

Davenport Financial Group selected as co-managing partner

By Fred Zeldow
financial/marketing analyst

At its Legislative Conference meeting, the NACo Board of Directors approved the creation of a new NACo enterprise that will provide counties financial services. The Board also endorsed the selection of the Davenport Financial Group (DFG) to act as NACo's co-managing partner in the venture.

The financial services enterprise was initially envisioned to provide a pooled investment program of county treasury funds on a national scale, similar to the program offered to Florida counties by the Florida Association of Counties.

However, after extensive research and assessment of the financial needs of counties, NACo's Board, in July, suggested that the venture be expanded so that a broad range of financial services could be offered to counties and their employees.

While the enterprise is still in the development stage, a number of product or service offerings have been proposed which are tailored either to the county or to their employees and retirees.

These include pooled investment of county treasury funds, bond insurance, cash flow analysis, a personal retirement and savings management program and financial advisory services, among others (see survey below).

However, the final decision on which products and services to provide will be based on extensive needs analysis of the NACo membership.

To determine how the program would ultimately look, President Barbara Todd appointed an advisory committee of elected and appointed county officials, as well as two state association executive directors. NACo Second Vice President Doug Bovin was selected to serve as chair of the advisory committee.

A national competitive search for a co-managing partner began in November when NACo issued an advertisement in the *Wall Street Journal*. Interested companies then submitted their responses to a Request for Qualifications which were reviewed by the advisory committee. Two companies were then recommended by the committee for competitive negotiations. After extensive discussions, DFG was recommended by the committee to be selected as NACo's co-managing partner.

As NACo's partner, DFG will finance the new venture (no NACo funds will be spent or are at risk); provide financial business expertise; assist in assessing the services or products that are most needed by counties; help solicit and select financial services companies that will actually provide the services or prod-

ucts; and assist in the marketing, oversight and quality control aspects of the program.

DFG has a 30-year history of creating successful financial services marketing companies, including PEBSCO, the third-party administrator for the NACo Deferred Compensation Program (which has \$2 billion in assets and over \$200 million in annual sales).

More recently, DFG formed Landmark Financial Services (LFS), a national NASD broker/dealer and corporate insurance marketing organization, to launch Citibank's (the nation's largest retail bank, with assets over \$200 billion) entry into the retail sales non-bank financial services products. This venture was highly successful, developing in excess of \$1 billion annual sales within three years. In 1991, Citibank acquired the LFS organization and its assets and internalized the program.

According to Bovin, the partnership will be a strong one that will bring quality and cost-effective financial offerings to counties. "DFG has proven over and over again that it can deliver needed financial services that add real value to its customer. NACo has to look no further than its own backyard to see this with its partnership with PEBSCO in its deferred compensation program. The huge success of this program is due, in part, to the support and creativity of PEBSCO, which DFG formed over 20 years ago."

The business plan guarantees that the venture will not compete with state associations. In states where existing financial services and products are provided by the state association, the venture will be prohibited from making a competitive offering.

The plan also calls for an active affirmative action policy, an aggressive outreach program, and goals to ensure participation in the program by minority and women-owned businesses as well as the involvement of local and regional businesses.

With the adoption of the business plan, the venture now turns its attention to determining the financial services that are most needed by counties. A series of focus groups and surveys have been proposed to assist in this area.

A survey is provided below to get your input on the types of financial services and products you believe would be beneficial for your county. A few minutes of your time to complete the survey will be of great value to NACo's needs assessment efforts for this program.

NACo has also established a voice mail message box, 202/942-4294, to hear get your thoughts, comments and questions.

WE NEED YOUR INPUT!

As part of its ongoing effort to bring quality, cost-effective services to its membership, NACo is developing a financial services enterprise to provide counties with needed financial services and products (see article at left). We need your help in telling us what unmet financial needs exist in your county by completing the survey below. The results of this survey will be used in conjunction with other surveys and with focus group studies to help determine the financial services/products to investigate. We greatly appreciate your help.

County: _____ State: _____
Your Title: _____

Services to Counties

Proposed Product/Service (conforming to state law in any state where it might be made available) **Degree of Interest (Circle One):**
1=no interest 5= much interest

Pooled Investment of County Treasury Funds. Establish various term pools investing county treasury funds to achieve better yields and improved safety and liquidity through economies of scale.

1 2 3 4 5

CD Index Alternatives. These CDs guarantee principal and a minimum rate of return and are backed by banks, therefore, meeting state laws regulating local government investments. They also offer the potential of higher returns as they pay whichever is greater, the guaranteed minimum or a rate based on any of several indices, such as the S&P 500.

1 2 3 4 5

Arbitrage Rebate Services. Consulting, record-keeping, investment, and reporting on bond issue funds to achieve maximum permissible return and to meet complex tax requirements.

1 2 3 4 5

Bond Insurance. Providing improved bond ratings, and thus, lower costs and a greater return for invested county funds by establishing a guarantor tailored and dedicated to county bonds.

1 2 3 4 5

Cash Flow Analysis. Computer-aided analysis of county cash flow with recommendations on how to improve cash management through proven collection, deposit, and disbursement techniques and recommendations for segmented term investments, thus significantly increasing treasury income while assuring security and necessary liquidity.

1 2 3 4 5

Personal Property Tax Audit Service. For counties with corporate subsidiaries in their jurisdiction and that assess a corporate inventory tax, a service to audit the financial records of the corporate headquarters to determine the taxable value of assets of the subsidiary.

1 2 3 4 5

Financial Advisory Services. Financial consulting services to counties in the area of cash flow, treasury funds investment, employee pension asset investments, bond obligations, etc.

1 2 3 4 5

Services to County Employees

Comprehensive Personal Retirement & Saving Management Program. Consolidation of an individual's entire retirement portfolio (pension, Social Security, deferred compensation assets, personal savings and investments, etc.) into one account and one statement for asset management and retirement planning purposes.

1 2 3 4 5

Enhanced Personal Money Management Services. Preferred banking, savings, credit, and investment services for county employees and retirees that traditionally have been only available to the affluent, such as personal financial advice, preferred rate credit card, prime-plus home equity loan, etc.

1 2 3 4 5

Proprietary Index Funds. Mutual funds composed of investment that mirror certain indices, such as the S&P 500, that have proven to outperform most managed funds in the long run. Low fees and charges are associated with index funds, so they can be economically offered to county employees and retirees for their personal and retirement investment accounts.

1 2 3 4 5

Section 125 Cafeteria Plan. Health and child care and other benefits for county employees that offer attractive tax advantages to the employees and potential savings to the county.

1 2 3 4 5

Financial Advisory Services. Financial consulting for county employees and retirees to assist in retirement planning, investment strategy, etc.

1 2 3 4 5

Other suggested financial services/products: _____

Thank you for your input.

Please mail the completed survey to NACo Department of Enterprise Services at 440 First St. N.W., Washington, DC 20001 or fax to 202/737-0480.

Comments, questions about NACo's financial services enterprise or this survey? Call our voice mail box at: 202/942-4294 and leave your thoughts.

Any future offering of any of these proposed products or services will only be made when accompanied by an appropriate legal prospectus making proper disclosure of cost and risk, and must be offered by duly licensed broker-dealers subject to all appropriate federal and state securities and insurance requirements.

Reno advocates prevention and punishment

By Jill Conley
staff writer



U.S. Attorney General Janet Reno tells delegates that youth violence in America is "everybody's problem" at the Opening General Session.

U.S. Attorney General Janet Reno hasn't forgotten where she came from and folks at the local level haven't forgotten either. At the Opening General Session of NACo's Legislative Conference, Reno received standing ovations before and after she spoke and spent a half-hour chatting with delegates and signing autographs after the session was over.

In her address, the former Dade County (Fla.) prosecutor promised to improve the partnership between federal, state and local justice agencies, and to send 600 agents from desks in Washington out into the field to help communities fight crime. She also volunteered to make federal resources available to counties to "prosecute identified criminals for you, if you need the help."

The attorney general went on to plug the 1994 crime bill and the Department of Justice's (DOJ) Anti-Violence Initiative. According to Reno, these provide an essential "balance of punishment and prevention. What we need is good, hard-nosed common sense," she said.

Reno explained that, currently, one of the nation's greatest concerns is youth violence. "We have kids doing things we never imagined they could do," she said. "It's

everybody's problem. And we must all — housing agencies, schools, police ... everybody — work together to prevent our children from killing each other. We have got to get guns out of the hands of children."

After expressing frustration over the Brady bill's struggle for passage, Reno told delegates that America needs a ban on assault weapons. "There is no earthly reason why anyone would need one," she said. "We need to address the issue of guns in a

straightforward way."

In addition, Reno said that the time has come for America to begin to address the issue of domestic violence. "The primary calls received by police concern problems in the home," she said. "We need a comprehensive program of justice, health and human services to respond to these situations because we will never stop violence in America if we don't start stopping it in the home."

Reno told delegates not to get overwhelmed by these problems,

but rather to focus on organizing resources to address them. "We can take America back child by child, family by family, block by block, school by school, community by community," she said.

She went on to explain some of the key elements in the crime bill and to ask county officials for their input.

The "three strikes you're out" concept focuses on punishment of what Reno calls "the really bad guys." "Repeat offenders deserve to be put away for good," she said.

"I want to put the bad guys away and keep them away and give the others an opportunity to succeed."

Furthermore, such offenders will have to serve their full sentences under Reno's plan. "We must break the cycle where you have to arrest them, prosecute them and detain them over and over again."

Other provisions of the crime bill include a boot camp with aftercare and follow-up for young offenders, funding for a safe schools program, and drug treatment for inmates.

Reno also mentioned expanded community policing efforts as an effective tool for preventing crime. "I have seen it work over and over again," she said. Two of the many reasons she gave for the success of this old-fashioned style of policing were that citizens come to know and trust their police officers, and it gives youngsters a positive role model to look up to.

Reno told delegates that in the past year she has traveled to many communities in the United States and has seen the efforts of many local corrections programs paying off, which brought her to conclude her remarks on an optimistic note: "We have a golden opportunity to tell this country that we trust America and its youngsters enough to know they will succeed," she said. "After a year in office, I have never believed so deeply, so profoundly in the American people and their ability to solve problems as I do today."

Delegates hear a handful of health reform pitches

By Jill Conley
staff writer

Delegates attending Monday's Concurrent General Session titled, "The Possibilities, Pitfalls and Practicalities of Health Reform," heard strong pitches for three of the major health reform packages currently being considered by Congress.

Senator John D. Rockefeller (D-W.Va.) was on hand to advocate the president's National Health Security Act proposal, while Representative Bill Thomas (R-Calif.) held the Republican line, and Senator Paul Wellstone (D-Minn.) plugged a "single-payer" option that would be designed and administered at the state level.

Sen. Rockefeller began the discussion by accusing, more or less, the proponents of other proposals of not stating what the benefits under such plans would be. "How can you vote on something if you don't know what its elements are? What is there besides benefits?" he queried. "Only President Clinton's plan has stated exactly what its benefits and costs will be."

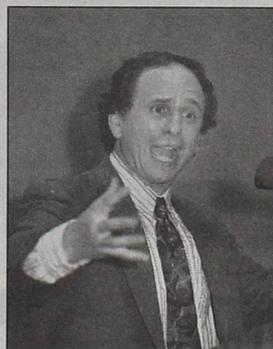
Rockefeller stressed just how

complicated the issue of health reform is. "It makes arms control look like eating a hotdog," he joked.

But with 70,000 Americans losing their health insurance every day, 58 million losing insurance benefits for some part of a year, one million forced to stay on welfare in order to keep health benefits, and health care spending heading into the \$2 trillion range at the same time, something's got to give. "If Congress passes nothing, it's a huge national disaster, a huge human disaster," said Rockefeller. "We can't take inaction as an excuse. Congress has been asked by the public to reform health care in this country and if we don't do it, we should be thrown out of office."

Rockefeller went on to explain that the Health Care Security Act guarantees coverage by private insurance companies that citizens carry with them forever with no lifetime limits. "It does not mean universal access," he pointed out. "Universal coverage is not universal access."

Under the Clinton plan, premiums would be capped similar to the way utilities companies are regulated. "This means the insurance companies can't just double your rate when they want to," said Rockefeller.



(l-r) At a Concurrent General Session Monday, Senator John D. Rockefeller (D-W.Va.) pitched the president's health reform plan which Representative Bill Thomas (R-Calif.), who is not pictured here, called "the mother-of-all-entitlements." Senator Paul Wellstone (D-Minn.) made a passionate presentation in support of a single-payer plan. During a question and answer period Harriett Cornell, Rockland County, N.Y., asked speakers about the public health role in various plans.

"Rather, a seven-member National Health Board will establish the amounts health insurance rates can increase in any given year."

In addition, under the Clinton plan, the health care system would rely on fewer forms and less fine print. "We know that if we created one single insurance form, we would save \$9 billion per year," said Rockefeller, "which shows the magnitude of stupidity in the system we have now."

With respect to doctor choice,

Rockefeller said, "it really means staying with the doctor we have now. Under the Clinton plan, an alliance goes out and negotiates a bunch of different plans and then you choose," he explained. "That's all the choice you've ever had."

Rep. Bill Thomas followed Rockefeller with a defense for H.R. 3704, health reform legislation he co-sponsored with Representative Robert H. Michel (R-Ill.) last year.

"H.R. 3704 deals with the problem areas in our health care system in-

stead of revamping the fundamentals of the entire system," he said. "We do not try to build a new multibillion-dollar bureaucracy like the president's plan."

Thomas explained that supporters of his legislation believe that significant malpractice insurance reform is imminent and will be a significant portion of any package that gets passed. And, after telling delegates that the Clinton plan was already all

America must invest in its "human capital," says Labor Secretary Reich

By Susan D. Grubb
staff writer

Labor Secretary Robert Reich came to Monday's Delegate Luncheon with some good news and some bad news.

The good news is "jobs are beginning to come back," he said. Almost two million new jobs have been created since President Clinton took office, and over 60 percent of those are managerial, professional or technical.

The bad news, however, is the continuation of a trend where employees with a four-year college degree are receiving slowly increasing salaries, while jobs are vanishing for those with only a high school degree. There are jobs out there, he explained, but workers need training for them. The country must invest in this "human capital." "This is what the most important resource in our country really is."

He addressed NACo concerns about the lack of local flexibility in the Administration's proposed work force initiative, called the Re-

employment Act. "It is a work in progress," he said. "We will work it out."

Federal funding for the dislocated workers program, which is part of the act, will increase from \$500 million to \$1.1 billion, he explained, but President Clinton wants to increase this to \$1.5 billion. The president is committed to cutting spending, he said, "but not sacrificing funds for training the American work force."

America can create a world-class work force, Reich believes, but when crisis happens slowly, like the eight million still unemployed, the nation may not do what it needs to do. "We as a nation may not be moving fast enough on this issue."

America, Reich said, is like a frog he knew, named Clarence. Clarence was used in an experiment, which Reich denied was conducted by his children, to assess the effects of tepid water and boiling water on a frog's nervous system. When placed in a pot of boiling water, Clarence immediately popped out. But when he was put in the pot of lukewarm water, Clarence was content, even as



Employment Steering Committee Chair Kay Beard, Wayne County (Mich.) commissioner, talks with Labor Secretary Robert Reich at Monday's Delegate Luncheon.

the temperature was slowly turned up until reaching the boiling point, and before you knew it, Clarence

was cooked. This country, like Clarence, has a tendency to remain apathetic until it

reaches a crisis point. "My worry is the heat may be being turned up too slowly," he concluded.

Federal budget director speaks out against unfunded mandates

By Susan D. Grubb
staff writer

To the delight of conference delegates at Monday's General Session, Office of Management and Budget (OMB) Director Leon Panetta said exactly what they wanted to hear — the Clinton Administration is committed to stopping unfunded federal mandates. "The fact is, we simply can't mandate new laws unless we give you the resources to implement them."

Panetta assured delegates that the Executive Order signed by President Clinton last fall calling for the reduction of unfunded mandates in federal regulations is being carried out by the OMB.

Panetta went on to remind the audience of President Clinton's commitment to change. The 1992 presidential election had one message, he said: "Americans were tired of excuses and wanted action." They wanted action on education, violence, growing debt and gridlock, he explained, and most of all, they were concerned over whether their children will have a better life.

Generations of Americans have committed themselves to giving their family greater security, he said. "It is to that goal the Administration must be committed. ... But how do we discipline our resources?" he asked.

There must be a freeze on discretionary spending, he offered. "If the cap is exceeded, I have the authority from Congress to cut programs



Office of Management and Budget Director Leon Panetta chats with NACo President Barbara Todd before addressing Monday's General Session.

across the board."

Overall, however, Panetta is optimistic about today's economy. A Labor Department report released earlier in the week showed that two million new jobs have been created since Clinton took office. The country hasn't seen that type of growth in five years, he said. And under the Clinton budget, he added, the \$302 billion annual deficit will shrink to \$170 billion. "The building blocks for recovery are in place."

Panetta highlighted some of the increases in the president's budget,

"We simply can't mandate new laws unless we give you the resources to implement them."

Leon Panetta
Office of Management and Budget director

which he referred to as investments, including a 22 percent increase in technology, full funding of the Intermodal Surface Transportation Efficiency Act, 25 percent increase for clean water, and

\$109 million for rural development. These are "important investments in our nation's basic infrastructure," he said.

He continued: a 24 percent increase in job training programs; 31

percent increase for dislocated workers; \$700 million for Head Start; \$354 million for the Women, Infants and Children Program; 24 percent increase in environmental programs; and \$360 million for child immunizations.

"You as an organization must fight for these investments" because there will be alternatives offered in Congress that will wipe out much of the \$13 billion increase in state and local aid proposed by Clinton, he warned.

The Administration's budget contains many cuts as well: 115 programs terminated, 300 programs cut below the FY94 level, 118,000 personnel released from the federal government, seven out of 14 departments given less to spend in FY95, and 1,200 Agriculture Department field offices eliminated.

However, he continued, 90 percent of increased spending over the next five years will be in three areas: health care, social security and interest on the debt. Health care alone could increase the deficit by 50 percent, he added. "That deficit within five years, if we don't deal with health care costs, will go back up." The passage of Clinton's health care proposal is vital, he urged. "There isn't another proposal that effectively controls costs."

For 50 years, the Cold War affected our domestic policy and spending, Panetta reminded. "The path we choose will be determined by the limits of our own imagination and determination," he said. "Today, our destiny is very much in our hands."

Workshop focuses on a generation at risk

By Susan D. Grubb
staff writer



NACo President Barbara Todd (left) and Health and Human Services Secretary Donna Shalala share a laugh during the question and answer period at Monday's Concurrent General Session on children's issues.

The statistics are grim: One in five children lives in poverty. One in four children does not get prenatal care. One in two infants is not properly immunized. Half a million children are malnourished. Thirteen children are killed by gun violence every day.

These numbers portray a generation at risk. NACo President Barbara Todd considers the problem so serious that she has made it the focus of her presidency. The issue was also subject of one of Monday's Concurrent General Sessions where Health and Human Services Secretary Donna Shalala and Senator Nancy Kassebaum (R-Kan.) were on hand to discuss initiatives to counter this grave trend.

For too long this nation has turned its back on children, Secretary Shalala said — maybe it's because they don't vote, contribute to political campaigns, call in to Larry King or Rush Limbaugh. "They shouldn't have to."

Reform of the nation's health care and welfare systems are key to making the conditions children are living in less risky, according to Shalala.

NACo has given the Administration "valuable input" in the shaping of health care and welfare reform initiatives. "You should know you have philosophical soul mates in the Clinton Administration."

With prevention at its core, the president's health reform plan will see that every American is covered for prenatal care, immunizations, health screenings, nutritional guidance and regular check-ups, she explained.

The Health Security Act will be a "great boost" for county governments, according to Shalala, since it will eliminate the incidence of uncompensated care, hold down costs, and revitalize the nation's aging public health infrastructure. "We will pump new resources into urban and rural communities to improve access to care — particularly for the

underserved."

The Clinton Administration believes in the "empowerment" of local governments to solve local problems, she explained. "Our role is to set broad goals, provide crucial resources, and then get out of the way — so that you can do the job."

Under the current welfare system, she continued, incentives run in the wrong direction. Large numbers of Americans move out of the welfare system and into the work force, but they can't keep their jobs. "We need to scrap the old system."

The Clinton welfare plan will: 1) promote responsibility, 2) encourage work, 3) make welfare temporary and transitional, and 4) eliminate red tape and run-around of current system.

"In partnership with you, we must reinvent government assistance — cutting down on the useless paperwork and excessive regulations that drive you crazy and are a chain around the necks of the needy," she

said. "But none of this will matter without one principle: responsibility. ... We have to expect people to work."

The Administration doesn't believe that government should try to provide a program for every problem, she said. "Government can't do it all, and we shouldn't try. But we can make smart, targeted investments in families."

Senator Kassebaum, sponsor of the Welfare and Medicaid Responsibility Exchange Act, which she introduced earlier in the day, calls her bill a "swap."

The bill would give states complete control and financial responsibility for welfare assistance programs, i.e. Aid to Families With Dependent Children, food stamps, and Women, Infants and Children. In turn, the federal government would assume a greater share, in some cases the state's full share, of the Medicaid Program. "This way, we can say the responsibility, funding and commit-



Senator Nancy Landon Kassebaum (R-Kan.) explains her welfare reform proposal to delegates at Monday's Concurrent General Session on children's issues.

ment is up to the state."

In the past, she said, government thought it could improve a program by adding something to it, but one size doesn't fit all, as you know, so the delivery system must be improved.

Local officials must help Congress in shaping a new system, she urged. "This isn't going to succeed if we don't work together. ... If we give up today, we're missing the responsibility to prepare that generation for their role in the next century."

HEALTH REFORM from page 8

but dead, Thomas said that no single-payer system option would be viable.

Thomas commended the president for focusing Congress' attention on the issue of health care, but, said, "As a basic framework for moving forward, the Clinton plan is not acceptable."

"With the president's bill you get the mother-of-all-entitlements up front," he went on. "And then you figure out how to pay for it. The bottom line is that whatever is going to pass, has not been written yet."

Senator Paul Wellstone (D-Minn.) began his discussion of health reform by explaining to delegates how he puts any legislation he reads through what he calls the

"Minnesota Cafe Test."

"I rarely meet anyone in a Minnesota cafe who speaks the language of 'pay or play' or 'single payer' or any of the other brands of health reform," he said. "People don't speak that language," he continued. "What they are interested in is four things: Are there good benefits? Is it universal? Will I be able to choose my doctor? and Am I going to be able to afford it?"

"The single-payer system is the only one that affirmatively answers each of those questions," he said.

In response to the first question on benefits, Wellstone said the single-payer plan provides a comprehensive range of benefits, including primary care, long-term

care and a strong mental health component. "The irony of the current system is that you have to prove that you'll never use the benefits in order to obtain the coverage," he said.

To the question on affordability, Wellstone responded, "Yeah, our plan's affordable. The single-payer plan essentially eliminates the insurance industry," he said, citing a General Accounting Office report that found that \$100 billion a year could be saved by doing so. "The Office of Management and Budget also rated ours as the best plan with all factors being considered," he continued. "The fact of the matter is the only way you're going to bring down cost is by eliminating

administrative costs."

Wellstone also argued that under a single-payer system, citizens would still be free to choose between a fee-for-service plan or an HMO, which, he says, offers essentially the same level of provider choice as most people have now.

Wellstone criticized the Clinton plan for running the risk of encouraging huge medical monopolies. "Who's going to manage the managed care?" he asked. And he criticized the Thomas plan for leaving 22 million Americans still uninsured.

"Our plan focuses on public health and primary care with a viable way to pay for it," he said, adding that if the federal govern-

ment would hand health reform over to the states, there is a great likelihood that most would come up with some kind of single-payer system. In fact, Wellstone believes turning the issue over to the states is exactly what should be done. "We have to move it out of Washington where the noose is drawn too tightly by the special interest groups," he said.

Wellstone concluded his remarks by telling delegates that he was going to ask every member of Congress to make a pledge. "It goes like this," he said: "We as representatives and senators will not vote for any health care bill that would enable our families to have better benefits than the people at home in our districts."

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Burns (Mont.)	Gorton (Wash.)	Lugar (Ind.)	Simpson (Wyo.)
Campbell (Colo.)	Gramm (Texas)	Mack (Fla.)	Smith (N.H.)
Coats (Ind.)	Grassley (Iowa)	Mathews (Tenn.)	Specter (Pa.)
Cochran (Miss.)	Gregg (N.H.)	McCain (Ariz.)	Stevens (Alaska)
Coverdell (Ga.)	Hatch (Utah)	McConnell (Ky.)	Thurmond (S.C.)
Craig (Idaho)	Heflin (Ala.)	Moseley-Braun (Ill.)	Wallop (Wyo.)
D'Amato (N.Y.)	Helms (N.C.)	Murkowski (Alaska)	Warner (Va.)
	Hutchison (Texas)	Nickles (Okla.)	

House of Representatives (H.R. 140)

166 Total — Goal 218

Applegate (Ohio)	Doolittle (Calif.)	King (N.Y.)	Quinn (N.Y.)
Armey (Texas)	Dornan (Calif.)	Kingston (Ga.)	Ravenel (S.C.)
Bachus (Ala.)	Dreier (Calif.)	Klug (Wis.)	Reynolds (Ill.)
Baesler (Ky.)	Dunn (Wash.)	Knollenberg (Mich.)	Roberts (Kan.)
Baker (Calif.)	Emerson (Mo.)	Lancaster (N.C.)	Rogers (Ky.)
Baker (La.)	English (Okla.)	Lantos (Calif.)	Rohrabacher (Calif.)
Barca (Wis.)	Everett (Ala.)	Laughlin (Texas)	Roth (Wis.)
Barlow (Ky.)	Ewing (Ill.)	Lehman (Calif.)	Rowland (Ga.)
Bartlett (Md.)	Fawell (Ill.)	Levy (N.Y.)	Santorum (Pa.)
Barton (Texas)	Fazio (Calif.)	Lewis (Calif.)	Sarpalius (Texas)
Bateman (Va.)	Fields (Texas)	Lewis (Fla.)	Schenk (Calif.)
Bevill (Ala.)	Fingerhut (Ohio)	Lightfoot (Iowa)	Schiff (N.M.)
Bilirakis (Fla.)	Franks (N.J.)	Lipinski (Ill.)	Sensenbrenner (Wis.)
Bishop (Ga.)	Furse (Ore.)	Livingston (La.)	Shaw (Fla.)
Blute (Mass.)	Gallegly (Calif.)	Lloyd (Tenn.)	Slattery (Kan.)
Boehner (Ohio)	Geren (Texas)	Machtley (R.I.)	Smith (Ore.)
Bonilla (Texas)	Gilchrest (Md.)	Martinez (Calif.)	Solomon (N.Y.)
Brewster (Okla.)	Gillmor (Ohio)	Mazzolli (Ky.)	Stenholm (Texas)
Browder (Ala.)	Goodlatte (Va.)	McCandless (Calif.)	Stump (Ariz.)
Brown (Calif.)	Gordon (Tenn.)	McCreary (La.)	Stupak (Mich.)
Bunning (Ky.)	Grams (Minn.)	McDade (Pa.)	Sundquist (Tenn.)
Burton (Ind.)	Grandy (Iowa)	McHugh (N.Y.)	Swett (N.H.)
Callahan (Ala.)	Gunderson (Wis.)	McInnis (Colo.)	Tanner (Tenn.)
Calvert (Calif.)	Hall (Texas)	McKeon (Calif.)	Tauzin (La.)
Camp (Mich.)	Hansen (Utah)	Minge (Minn.)	Taylor (Miss.)
Canady (Fla.)	Hastert (Ill.)	Molinari (N.Y.)	Taylor (N.C.)
Castle (Del.)	Herger (Calif.)	Montgomery (Miss.)	Thomas (Calif.)
Clement (Tenn.)	Hilliard (Ala.)	Moran (Va.)	Thomas (Wyo.)
Clinger (Pa.)	Hoekstra (Mich.)	Murtha (Pa.)	Thurman (Fla.)
Coble (N.C.)	Hoke (Ohio)	Orton (Utah)	Torkildsen (Mass.)
Collins (Ga.)	Holden (Pa.)	Oxley (Ohio)	Valentine (N.C.)
Condit (Calif.)	Huffington (Calif.)	Packard (Calif.)	Vucanovich (Nev.)
Cooper (Tenn.)	Hunter (Calif.)	Parker (Miss.)	Walsh (N.Y.)
Costello (Ill.)	Hutchinson (Ark.)	Penny (Minn.)	Weldon (Pa.)
Cox (Calif.)	Inglis (S.C.)	Peterson (Minn.)	Whitten (Miss.)
Cramer (Ala.)	Istook (Okla.)	Petri (Wis.)	Wilson (Texas)
Crapo (Idaho)	Jacobs (Ind.)	Pombo (Calif.)	Wolf (Va.)
Cunningham (Calif.)	Johnson (Ga.)	Porter (Ill.)	Wynn (Md.)
Danner (Mo.)	Johnson (Texas)	Portman (Ohio)	Young (Alaska)
Darden (Ga.)	Kaptur (Ohio)	Poshard (Ill.)	Zeliff (N.H.)
Deal (Ga.)	Kasich (Ohio)	Pryce (Ohio)	
DeLay (Texas)	Kim (Calif.)	Quillen (Tenn.)	

• boldface indicates new co-sponsors



Exports, key to new U.S. jobs, Commerce secretary says

By Jill Conley
staff writer

After commending NACo President Barbara Todd for creating a task force on international trade, Secretary of Commerce Ron Brown told delegates at Monday's luncheon that the single most effective way to increase employment and strengthen the economy is to increase exports. "Exports equal jobs," he said. "In fact, it has been estimated that every one billion dollars in new U.S. exports creates nearly 20,000 U.S. jobs."

Brown went on to explain how, in recent years, exports have become a critical engine of economic progress. Between 1988 and 1992, sales of goods and services overseas were responsible for nearly 60 percent of U.S. economic growth, he said. "And today, one in every six American manufacturing jobs is linked to exports."

Brown told delegates that the president's National Export Strategy aims to boost exports to \$1 trillion and create six million new jobs by the end of the century. One way the Administration plans to accomplish this is by working



Delegates at Monday's luncheon listen attentively as Secretary of Commerce Ron Brown outlines the Clinton Administration's strategy for increasing U.S. exports and creating new jobs.

with local officials to establish a network of one-stop trade data shops that can provide more effective export services to businesses trying to penetrate or expand international markets.

In addition to targeted and co-

ordinated outreach efforts, the National Export Strategy is capped by something Brown says no other Administration has tried: personal one-on-one diplomacy by high-ranking American officials with their foreign counterparts.

they are accompanied by investment at the community level," he said. "So another important trail we are blazing is the development of a National Civilian Technology Strategy — one that will support manufacturers and entrepreneurs across the country in the race to become internationally competitive."

That strategy includes:

- expansion of the Commerce Department's Advanced Technology Program

- expansion of the Manufacturing Extension Partnership Program to help small and medium-sized manufacturers gain access to new technologies and management techniques

- inclusion of defense conversion funding in programs overseen by the Economic Development Agency

a partnership between the Bureau of Export Administration and defense firms to both speed conver-



NACo President Barbara Todd welcomes Commerce Secretary Ron Brown to Monday's luncheon.

As an example, Brown told of how he personally flew to Saudi Arabia to meet with the king when he got word that Saudi Arabia wanted to purchase \$6 billion worth of aircraft. The trip resulted in a commitment to purchase the aircraft from American companies. "Anything we can do to help American business has to be our highest priority," said Brown.

After highlighting a number of national and international initiatives designed to expand opportunities for U.S. companies to grow and create high-skill, high-wage jobs for Americans, Brown shifted his attention to the domestic side of the equation. "Open markets and international export strategies will do no good unless

sion to civilian production and compete for overseas contracts

- expanded Minority Business Development Agency programs, and

- development of the National Information Superhighway.

"Our nation increasingly depends on the export-driven growth and job creation that are the fruits of truly competitive communities," said Brown. "It demands new partnerships between public entities and private industry, and a coordinated attack on the global marketplace.

"I look forward to working with you to continue a new era of cooperation, accomplishment and economic growth that will lead to a vast network of competitive communities across this nation."

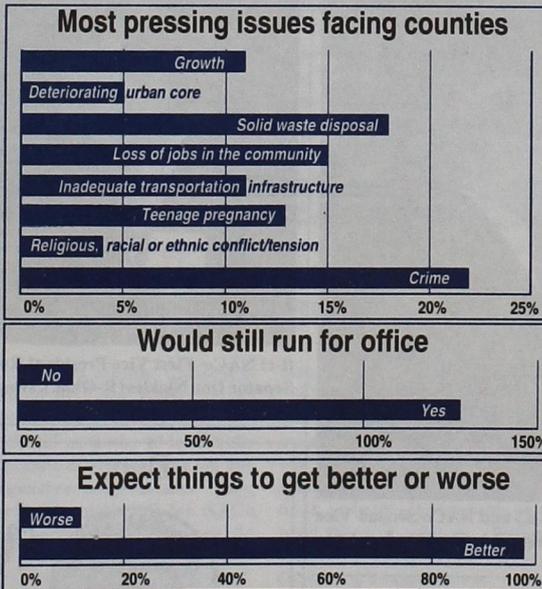
County News Legislative Conference Survey Results

At the Legislative Conference, *County News* surveyed delegates on three topics: the most pressing issue facing their county apart from fiscal stress; whether they would have entered county government service if they had known what was in store for them; and finally, whether they expected things to get better or worse for their county over the next two years.

First, the easier two. By an 8-1 margin, respondents overwhelmingly affirmed their satisfaction with their choice to enter county government service. Remarks such as "opportunity to help fellow citizens" and "chance to make a difference" peppered their responses.

Likewise, respondents were bullish on the future for their county. Eighty-nine percent expected things to get better for their community over the next two years, citing among many reasons, "We have a good staff and a creative county board," and "an improving economy."

Results for the final question, which offered eight choices, were less clear-cut, although not surprising (see chart). Crime, solid waste and job loss



were mentioned most frequently as problems facing the respondents' counties.

Close behind were teenage pregnancy, inadequate transportation and rapid growth. Rounding out the responses were a deteriorating urban core and racial, ethnic or religious conflict.

We at *County News* wish to thank those who took time out from a busy conference schedule to complete the survey. And as promised, the winner of the portable CD player is Commissioner Arlene Shoemaker, Franklin County (Columbus), Ohio.

Take Stock in America
U.S. SAVINGS BONDS

Counties need to join fight to rescue inner cities

By Beverly Schlotterbeck
editor

Counties, no less than cities, must acknowledge and fight the "collapse of community life," according to Housing and Urban Development (HUD) Secretary Henry Cisneros, who spoke at Sunday's Opening General Session, following the popular Janet Reno.

Cisneros preached a gospel of shared interests between counties and central cities during his address, suggesting that the regional cooperation shown during natural disasters is the same type of cooperation needed to fight community disintegration.

"Natural disasters cause political boundaries to go out the window, intuitively. ... [Like-



Henry Cisneros
Secretary of Housing and
Urban Development

wise.] the destructive forces of urban centers are not localized

problems. They affect Wayne County, no less than Detroit. Cook County, no less than Chicago."

Combating homelessness is the department's number one priority, Cisneros said. Modernizing, improving and making life safe in

to the delegates.

Suggesting that there are two ways to guarantee fair housing, either by building new facilities or "giv[ing] people more choice, especially minorities," Cisneros followed by suggesting that "Sometimes counties are at odds with central cities and fear the residents of central cities." He warned that "If we ever allow our nation to become one of central city reservations for the poor and outlying areas for everyone else, we will make a lie out of people being able to live wherever they want."

Finishing his remarks, the secretary invited counties "to get those applications in" for "empowerment zone" designation. Empowerment zones are among the strategies HUD is using to focus on communities, the department's fifth and final priority.

Counties, no less than cities, must acknowledge and fight the collapse of community life.

Henry Cisneros
Housing and Urban Development secretary

After taking time out to plug the Administration's community investment strategy and the president's top three domestic priorities — crime, health reform and welfare reform — Cisneros turned to the priorities of his department, which he said, support HUD's central motto, "helping people build communities of opportunities."

public housing is next.

Housing production wades in as the third priority. "We want to make home owning accessible to those making \$20,000 through lower down payments and monthly payments," Cisneros remarked.

The fourth priority — fair housing — prompted the secretary, as he put it, "to talk turkey"

Nickels bullish on NACo unfunded mandate campaign

By Beverly Schlotterbeck
editor

Republican Senator Don Nickels (Okla.) is bullish on the fight to stop

unfunded federal mandates. One of the co-sponsors of Senator Dirk Kempthorne's (R-Idaho) anti-mandate measure, S. 993, Nickels cheered NACo's support of the legislation during his up-tempo speech

before delegates at Monday's luncheon.

Not unsurprisingly, he focused his address on the minefield of unfunded mandates dominating the congressional landscape and his efforts to

dampen congressional enthusiasm for expanding its boundaries.

The Safe Drinking Water Act, up for reauthorization, currently requires localities to test for 86 pollutants, Nickels said. By the year 2000, it would require that communities test for 200. Likewise, the Endangered Species Act, another needs-to-be-reauthorized piece of legislation, currently lists 755 endangered plants and animals. Upwards of 3,500 listings have been

suggested for the reauthorized version, Nickels pointed out.

"But the biggest unfunded mandate we face right now is the president's health care plan," Nickels asserted.

"There's a mandate telling you that you have to pay 80 percent of a very expensive health care plan. ... You need to tell your senator that you want the same right as federal employees who can choose among many health care plans," he advised.

Gingrich offers principles for welfare, health reform

By Beverly Schlotterbeck
editor

Representative Newt Gingrich (R-Ga.) is on a mission to stop the decay of American civilization. He spoke of his concerns at last year's Legislative Conference, outlining ways public officials can reverse the process.

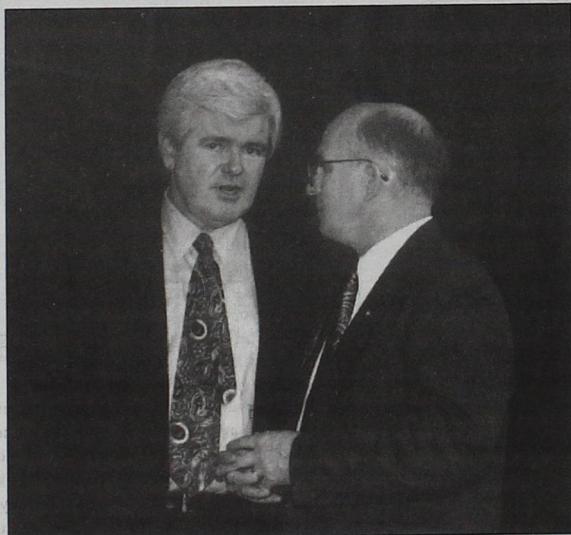
He spoke of the same concerns and same methodologies at this year's conference, changing his text a bit to acknowledge the problems caused by unfunded federal mandates — he plans to offer an unfunded mandate amendment on every authorizing bill — and to address this year's hot topic political issues.

On crime: "It's an utter, total outrage that we tolerate the level of violence in the country today," Gingrich told delegates.

His solutions: 1) "There is no juvenile delinquency if you're an armed robber, a rapist or a murderer"; 2) "Three strikes, you're out — whether you're 15 or 50"; and 3) an "effective, believable death penalty."

Gingrich also offered an idea on how to alleviate prison overcrowding, while at the same time, making good use of abandoned military bases. Simply put, he suggested that two or three of the nation's surplus military bases be turned into prisons.

On welfare reform: "Any welfare reform should be guided by these



(l-r) Representative Newt Gingrich (R-Ga.) and NACo Second Vice President Doug Bovin parley before Gingrich's Tuesday luncheon address.

three principles: 1) no money in America without working for it; 2) no subsidies for children out of wedlock; and 3) Every possible step should be taken to identify the father." On the latter point, Gingrich observed that "We have designed a [welfare] system to maximize male irresponsibility."

On health care reform: "We're not Canada. We need to design an

American system," Gingrich said, adding that any health care reform should contain provisions that lift anti-trust rules for hospitals, rule out pre-condition exclusions and allow insurance coverage to follow a person from job to job.

Rep. Gingrich concluded his remarks with a call for county officials to join with him in "relaunching our civilization."



(l-r) NACo First Vice President Randall Franke and guest speaker, Senator Don Nickels (R-Okla.), swap stories before Nickels' speech at Monday's luncheon.

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Will Supreme Court revise redistricting rules?

By Susan D. Grubb
staff writer

"If you drove down the interstate with both doors open, you'd kill all the people in the district."

North Carolina state legislator

"A bug splattered on a windshield" was how a North Carolina Supreme Court justice described the shape of one of the state's newly created congressional districts. The district is at the heart of a lawsuit brought by five residents alleging "unconstitutional racial gerrymander" by state and federal officials in creating two new congressional districts. The lawsuit was also the topic of Sunday's workshop, "Redistricting and Voting Rights: Is Shaw v. Reno the Death Knell for Minority Districts?"

As portrayed on an overhead by Raleigh, N.C. Attorney Michael Crowell, the second district at issue at some points follows only Interstate 85. Crowell relayed a state legislator's comments on its shape: "If you drove down the interstate with both doors open,

you'd kill all the people in the district."

After the 1990 census, North Carolina was entitled to an additional seat, so it set out to create a black-majority district. Upon seeking approval from the Justice Department, the attorney general ruled that under the Voting Rights Act, the state must create two majority-black districts.

Last June, the Supreme Court granted the plaintiffs permission to present their case, *Shaw v. Reno*. And if they can establish that the reapportionment was an attempt to segregate voters on the

basis of race without other justification, the district boundaries will fail as a violation of the Equal Protection Clause.

Crow went on to explain the key points of the Shaw case: 1) unusual shape of the districts, 2) the plaintiffs didn't make a claim of vote dilution, and 3) the Supreme Court rejected state justifications for redistricting. According to Crow, one of the effects the case will have on counties is it will encourage equal protection claims by white citizens. "It will encourage white folks to

bring equal protection claims against other local government issues," he said. "I fully anticipate the use of the Shaw decision in drawing school district lines."

There will also be an effect on the preauthorization of new districts by the Justice Department, resulting in conflicts between counties and the Justice Department.

Some of what is happening is attributable to incumbents redrawing districts "in order to protect themselves," said Steven Rosenbaum, chief of the Voting Rights Section, Civil Rights Division, Department of Justice. Districts are being redrawn "not only on the basis of race, but partisan politics."

The result of Shaw may be that jurisdictions have less discretion in drawing districts, he said. It could be "an end to the game playing."

When Justice makes determi-

nations concerning districts, he explained, it looks at criteria the jurisdiction has established for redistricting and the alternatives available to provide better opportunities to minority voters. "Our decisions get mischaracterized," he said, and reminded listeners that 92 percent of the plans that come to the department get preauthorized.

"*Shaw v. Reno* I don't believe is the death knell," said Benjamin Griffith, county attorney, Bolivar County, Miss.

"If there's a record of discrimination with a current impact, and if it shows up in numbers and lack of will to run for office ... and hasn't been reminded by the plan," he said, "I believe a Shaw opinion can't prevail."

If a local government can't show justification, he said, claims of racial gerrymandering will stand. "A large part of the battle and smoke will be proof of sufficient compelling justification."

Why those pesky workshop evaluation forms are so important

By Lois Kampinsky
telecommunications and training director

If you attended a workshop at the 1994 Legislative Conference, you probably sat on an evaluation form. That's because every workshop coordinator was instructed to place one on every chair, to ensure your receiving it. If NACo was lucky, you extracted the form and read it over. If the fates were even kinder, you also filled it out and handed it back in.

Why do NACo staffers scurry to obtain these forms — crumpled, torn, mutilated or bent? They are our most direct

link to your opinions of the workshops we conduct. By documenting what you think, in the post-conference calm, we can reflect on what we did right, what we did wrong, and how we can change or fine tune our efforts next time.

In case you're wondering what happened to your filled-out form, every one was collected and considered. NACo's training department personnel scanned each one and noted both unique and recurring remarks.

For example, we found that sometimes we didn't leave enough time for workshop questions and answers, that handouts ran out, and that visuals were not an integral part of each and every

presentation. Your comments on the forms also guided us in dropping presenters you found lacking, and in encouraging the ones you found good.

NACo even documented several of the workshops on videotape for our further critique, and gave out awards to staff who'd created outstanding sessions (see sidebar).

We based our judgment on your audience evaluation forms and on point scores from incognito in-room evaluators. In this way, we hope to encourage all staff to create winning workshops.

NACo's new workshop evaluation forms are only one outward sign of what we're doing to serve

Legislative Conference Workshop Winners

Most Informative

Is There An Epidemic In Your Future?

Tom Joseph, staff

Your Public Best — Making Successful Public Appearances

Tom Goodman
Traci Dove, staff

Most Creative

Radon: What It Is, How It Affects Real Estate, and What Counties Can Do

Lou Witt, staff

Birth of a Regulation

Jennifer Ryan
Diane Shea, staff

Most Audience Interaction

Is the Information Highway Going Through Your County?: County Applications

Winifred Lyday, staff

Is the Information Highway Going Through Your County?: Legislative Applications

Bob Fogel, staff

Preventing Youth Violence: A County Framework for Community Action

Donald Murray, staff

our members better. We hope you notice the changes and let us know how we can continue to improve.

The On Ramp: E-Mail and the county connection to the information highway

By Winifred M. Lyday
information technology consultant

At its meeting during the Legislative Conference, NACo's Board of Directors approved the establishment of a national information exchange program which would provide participating counties, steering committees and affiliates with the capability to exchange electronic mail messages.

The NACo program will be based on services to be provided by COMPUSERVE. COMPUSERVE emerged as the successful vendor in a competitive procurement process sponsored by the Member Programs

and Services Steering Committee, chaired by Terry Wood, council member, Duval County, Fla.

Useful as a way to reduce the frustrations of telephone tag and expensive long-distance calls, electronic mail will let NACo members swap messages 24 hours a day, seven days a week.

In addition to electronic mail, the approach approved by the Board would include the establishment of special libraries designed to provide information on specific topics, such as health, human services, justice, finance or training. Each such library, called a "forum," would have a moderator responsible for placing reports, studies, news releases and other relevant information in the library.

Although forums will not allow readers to comment on available material, topical bulletin boards will permit county personnel to raise questions, offer suggestions, and provide comments on a wide range of subjects. Within bulletin boards, private conferences may be established.

As the information exchange program develops, the possibility exists for developing electronic forms that could be used for such divergent purposes as questionnaire gathering or seminar registration. Linkages to information available through other systems, especially Internet, should be established early in the program.

Further details of the information exchange program will be available in time for the Western Interstate Region Conference in May. In the meantime, NACo staff will be investigating the implications of offering the program as an included part of membership services. Introduction of the final program is scheduled to coincide with the Annual Conference.

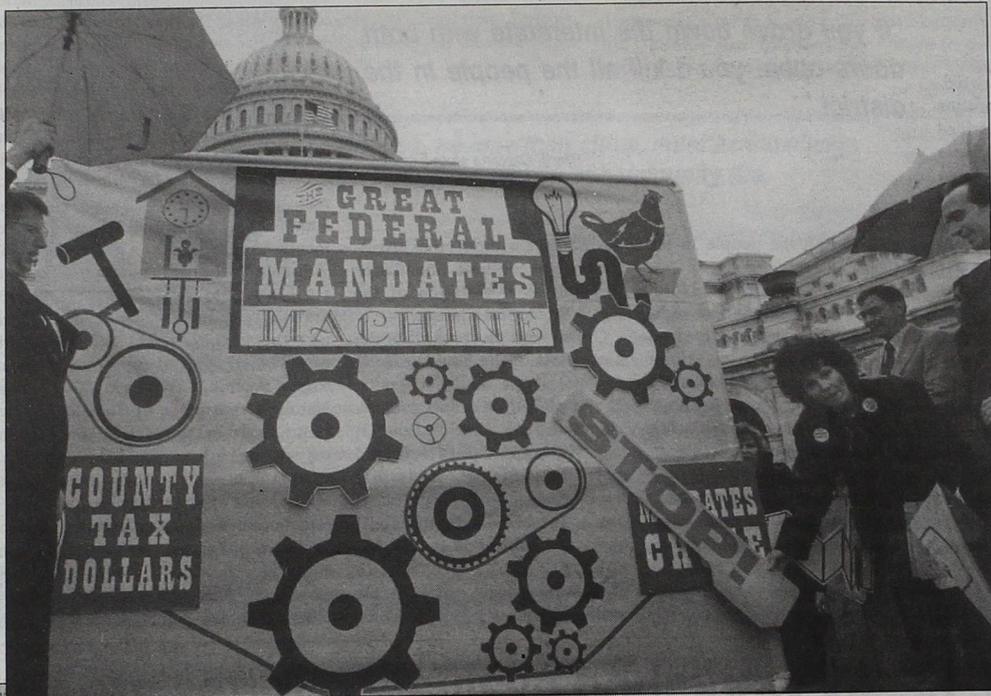
COMPUSERVE was among 24 vendors who responded to a Request for Qualification, advertised nationally in *County News*. A vendor conference convened in January and eight vendors submitted proposals in February.

Six vendors were asked to perform a predetermined scenario of activities at an open meeting of the Member Programs and Services Steering Committee held at the beginning of the Legislative Conference. In this process, the Evaluation Committee, chaired by Peter McLaughlin, commissioner Hennepin County, Minn., considered: factors of: 1) ease of use, 2) support, 3) connectivity with Internet and other systems such as STATENET, 4) cost, 5) marketing assistance, 6) resources accessible on the system and 7) user base.

Using these criteria to evaluate proposals and demonstrations, both committees unanimously recommended COMPUSERVE as the information exchange vendor of choice.

For additional information, call 202/942-4248.

'94 Legislative Conference in *Focus*

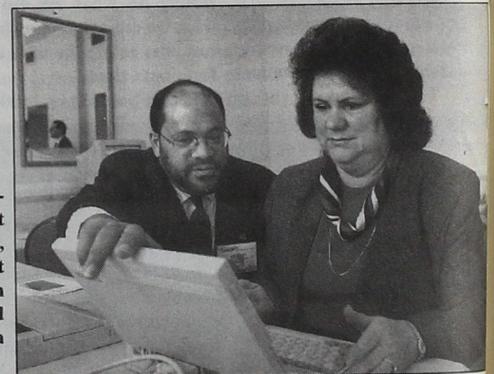


Concluding the Stop the Mandate Madness Rally, NACo President Barbara Todd pulls the stop lever on the Great Unfunded Federal Mandates Machine, which served as an inspirational background to the rally.

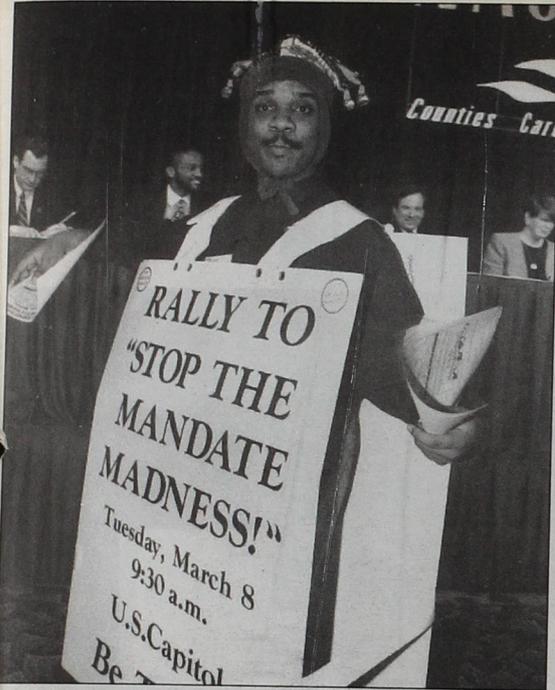


Rally participants applaud NACo President Barbara Todd's stopping of the Great Federal Unfunded Mandates Machine.

André Carrington, The MAXIMA Corporation, shows Loretta Wootten, Kent County (Del.) registrar and chancery clerk, what a powerful laptop computer can do at the "Computer Playground," a hands-on computer workshop which also featured touch-screen information technology and a Vietnam veteran locator system.



(l-r) Harvey Clanton, president, National Association of County Training and Employment Professionals; Mike Moore, chair, NACo Community and Economic Development Steering Committee; Neil Bomberg, director, NACo Employment and Training Program; NACo President Barbara Todd; NACo Executive Director Larry Naake; and Kaye Braaten, NACo county service representative, get ready to answer questions at the workshop, "Everything You Always Wanted to Know About NACo But Were Afraid to Ask."



A mad jester (NACo staff member Tony Cox) interrupts the Opening General Session to remind delegates to participate in Tuesday's rally at the Capitol against the unfunded mandate madness.



The National Association of County Information Officers' workshops always draw big crowds like this one at "Your Public Best — Making Successful Public Appearances."



(l-r) J.W. Scarborough, Natchitoches Parish, La.; Yvonne Gates, Clark County, Nev.; and Webster Guillory, Orange County, Calif., take a break for the camera during their round of activities at the conference.

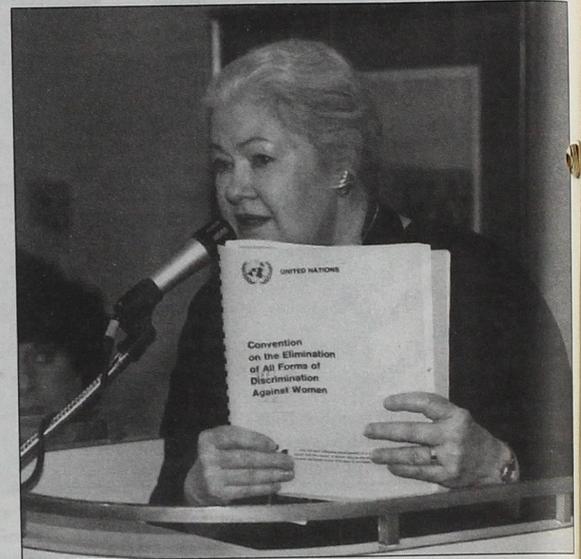


Les Lamb, president, Highway Users Association, addresses participants at "ISTEA - The Second Act."

1994 Legislative Conference



Even "Entertainment Tonight" would be challenged to make the EPA regulatory process and its interface with county government entertaining. But planners for the "Birth of a Regulation" workshop on Sunday were able to do just that in an hour-long skit that gave life to complex processes and managed, in the interim, to draw more than its share of laughs. Pictured here is "Regina Regulation," aka Rebecca Heron, commissioner, Durham County, N.C., as she displays a regulator's idea of safety garb for landfill workers.



Margaret Adams, senior editor and director, Washington Bureau, *Good Housekeeping* magazine, displays a copy of a United Nations report on women and discrimination during her address at the Women Officials in NACo luncheon.

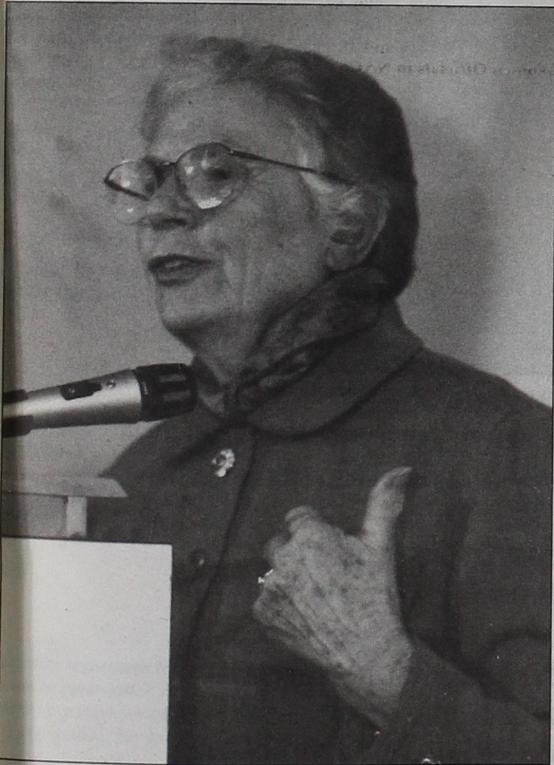


Don Johnson, Health Care Financing Administration, and Marina Weiss, deputy assistant secretary for health, Treasury Department, were the featured speakers at "Where Does the Buck Stop? Financing Health Reform."

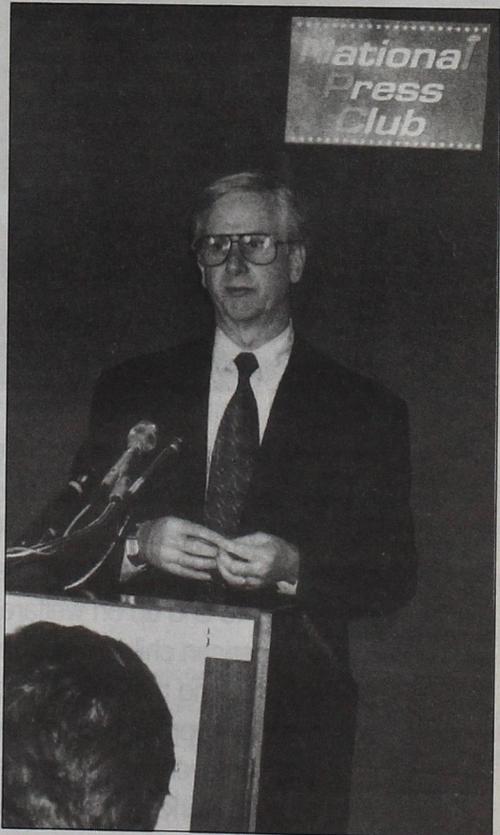


Photo by Sandra Reinsel Markwood

Members of NACo's Children's Initiative Task Force hear testimony from Montgomery County, Md. officials at the fourth in a series of hearings being held across the country. The hearing was held in conjunction with NACo's Legislative Conference.

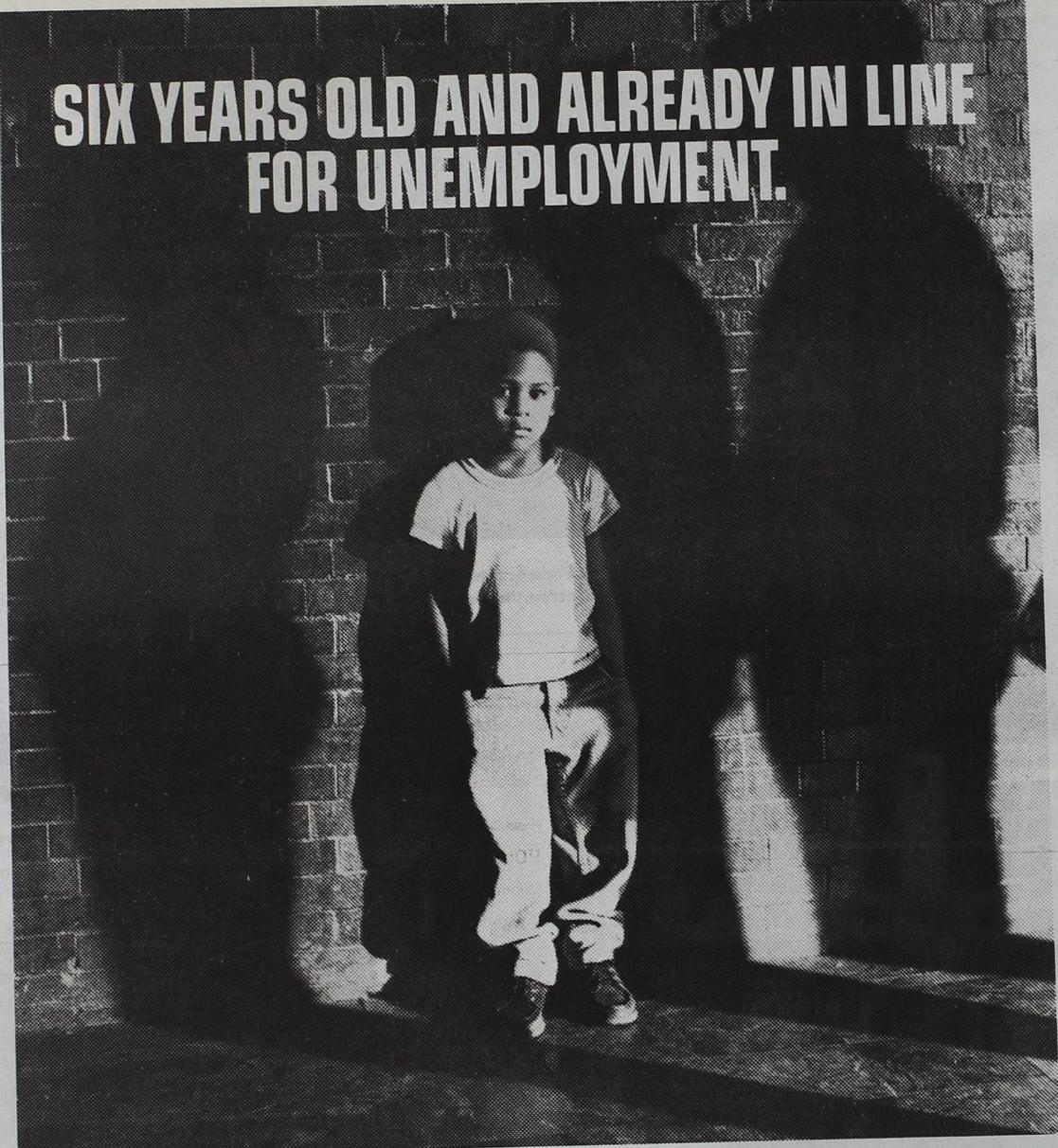


Lillian Brown, media consultant and author of *Your Public Best*, suggests ways to improve that first impression during her presentation at "Your Public Best - Making Successful Public Appearances."



NACo Executive Director Larry Naake listens to a reporter's question at a news conference, March 4, announcing the results of NACo's Urban County Fiscal Survey.

SIX YEARS OLD AND ALREADY IN LINE FOR UNEMPLOYMENT.



By the time a child is six years old, experts can tell if he's at risk to drop out of high school. They can predict who will have a hard time keeping a job. And even who is more likely to end up on welfare. Thirteen million American children live below the poverty line. And they need help before the age of six to improve their chances in life.

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But these programs need help from people like you. People to answer the phone, do odd jobs, raise money or play with a child. Whether you give an hour of your time or a box of used toys, it can make a world of difference. Call **1-800-733-5400** to see what you can do to help in your area.



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North Dakota gearing up to host 1994 WIR Conference

North Dakota county officials can't wait to welcome participants to the Western Interstate Region Conference, set to take place May 18-21 in Bismarck.

"We're ready to extend a warm welcome. We want to make this a very pleasurable and memorable experience for all the county officials who will be attending this conference," said Doug Schonert, Burleigh County Commission chair. Host counties for the conference are Burleigh and Morton counties.

Here's what the tentative plans look like.

Attendees arriving at the Bismarck airport will find a warm welcome from local officials, who will be on hand to answer any questions.

Headquarters for the conference is the Bismarck Radisson Inn, where guests will find comfortable rooms, top service and excellent food. The Radisson also just happens to be right across the street from the largest mall between Minneapolis and the West Coast. Loads

of restaurants are located within walking distance also. And don't forget, North Dakota has the lowest crime rate of all 50 states.

The Opening General Session will begin with the Century High School Patriots providing music and a Color Guard. Colorfully dressed in their three-cornered hats, the patriots will provide an upbeat beginning for the conference.

That evening, it's Fondue at the Fort. A memorable evening is planned at the famed Fort Lincoln, home of General George Custer in the 1870s. Located 10 miles from Bismarck, the fort is located on the confluence of the Missouri and the

"We're ready to extend a warm welcome. We want to make this a very pleasurable and memorable experience for all the county officials who will be attending this conference."

Doug Schonert
Burleigh County Commission chair

Heart Rivers. Much of the fort has been restored, including the Custer house, mess hall, block houses and other buildings. Across the road (a short wagon ride away), Indian earth homes and an excellent museum wait to be toured.

George and Libby Custer will be there to greet guests as they get off the bus; the Seventh Cavalry will perform maneuvers; the Plains-

men, dressed in buckskin, will provide entertainment; Native American drummers and dancers will be on hand; and much more. And of course, there is the food: steaks fondued to perfection on pitchforks held over an open fire and served outdoors with china and silver. Guests should bring jackets, as the evening may be cool.

Spouse activities at WIR

May 19

Spouse activities are planned May 19 and 20. On the 19th, tour Artists Alley, a portion of downtown Bismarck filled with art galleries and shops. Stephanie Delmore, wife of Burleigh County Commissioner Bill Delmore, will guide the tour. An artist herself, and deeply involved in the Bismarck-Mandan art community, Stephanie will share from an insider's perspec-

tive. The trendy, recently renovated Bismarck Art Gallery Association and the Indian Art Gallery, located across the river at the former Mandan depot, will complete the tour. A delectable lunch is also planned.

May 20

Spouses will enjoy the Good Morning Bismarck Tour Guided by Marsha Lembke, wife of Burleigh County Commissioner Claus

Lembke. This tour gets people to the most interesting parts of Bismarck. This bus tour will stop at the Heritage Center, state capitol and the Victorian-era former governor's mansion. You'll see Bismarck's historic district and other places of interest. The tour concludes with lunch at Captain Meriwether's Landing and Pasta Co. This charming restaurant is located beside the riverboat dock on the Missouri River.

NACo WESTERN INTERSTATE REGION CONFERENCE

May 18 - 21, 1994

Radisson Inn Bismarck, Burleigh County, North Dakota

Name _____ Mr./Mrs./Ms. _____
 Title _____
 County _____
 Address _____
 City _____ State _____ Zip _____ Nickname _____
 Telephone _____ FAX _____
 Are you attending the WIR Conference for the first time? _____
 To register your spouse or youth, please complete the following:
 Spouse's Name _____ Youth's Name _____

HOTEL RESERVATION

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

Room Reservation Name _____

Roommate Name _____

Arrival Date _____ Departure Date _____

Do you have a special housing request? _____

Please describe any special disability or handicap needs? _____

PLEASE CHECK YOUR DESIRED HOTEL

Indicate first choice with 1. If first choice is unavailable, reservation will be made at the next available hotel. Each reservation requires a one-night's deposit.

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

HOTEL	SGL	DBL
Radisson Inn Bismarck	\$65	\$75
Expressway Inn	\$40	\$47

REGISTRATION FEES

	Postmarked by April 18	Postmarked After April 18 & On-Site
Member	<input type="checkbox"/> \$250	<input type="checkbox"/> \$295
Non-Member	<input type="checkbox"/> \$300	<input type="checkbox"/> \$350
Other Govt. Attendee	<input type="checkbox"/> \$300	<input type="checkbox"/> \$350
Private Sector	<input type="checkbox"/> \$325	<input type="checkbox"/> \$375
Spouse	<input type="checkbox"/> \$ 50	<input type="checkbox"/> \$ 50
Youth	<input type="checkbox"/> \$ 30	<input type="checkbox"/> \$ 30

PAYMENT METHOD

Conference registration fee must accompany this form and must be received before registration can be processed. You may reserve your registration with a voucher or county purchase order made payable to the National Association of Counties. However, purchase order only holds registration; payment must be made before a badge can be issued.

Select One: Check MasterCard Visa P.O. or Voucher
 Card Number _____ Exp. Date _____
 Cardholder's Name _____
 Signature _____

Cancellation Policy: Refund of conference registration fee, less an administrative fee of \$50, (or 1/2 of spouse/youth fee) will be made if written notice of conference registration cancellation is postmarked no later than April 18, 1994. Cancellation requests postmarked after April 18 will be subject to an administrative fee equal to one-half of the registration fee.

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

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

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

CREDIT CARD AUTHORIZATION MasterCard Visa American Express

Card Number _____
 Exp. Date _____
 Cardholder's Name _____

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

MAIL TO: NACo Conference Registration, P.O. Box 79007, Baltimore, MD 21279-0007

News from the nation's counties

North

MICHIGAN

• The **WAYNE COUNTY** Commission recently adopted an ordinance requiring all but a specialized few county employees to live in the county.

The ordinance stipulates that all employees hired hereafter must maintain their principal residence in the county except for those with skills not otherwise available to the county. The residency rule may only be waived with recommendation from the county executive and the majority consenting vote of the county commission.

The ordinance also instructs the county executive to place highest priority on county residence when negotiating future collective bargaining agreements.

NEW JERSEY

• For many residents of the northeastern United States, harsh winter weather is resulting in harsh driving conditions even after the snow and ice melts. **BURLINGTON COUNTY** is helping its residents recover from the frustration by establishing "Pothole Central," a hotline that residents can call 24 hours a day to report pothole problems on county roads.

"If the pothole is a real axle smasher," said Freeholder Francis L. Bodine, "a county road crew will be called out immediately — even if it's in the middle of the night — to do the patchwork."

What constitutes a pothole emergency?

"A guy calling in on his cellular car phone from the bottom of a crater would obviously qualify," said Road Supervisor Donald Neidich. "But seriously, we've had to reckon with potholes as big as two feet deep and five feet across. 'Unfortunately,' he added, 'the worst is yet to come. Wait until the spring thaw when water starts coming up from the ground. You'll want to have our number handy then.'"

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

FAX to:

202/393-2630

OHIO

• For the first time in **FRANKLIN COUNTY** history, the auditor's office has declared a surplus in the real estate assessment fund of nearly \$1 million and is directing the money back to communities within the county's jurisdictions to pay for education, fighting crime and other local services.

The savings amounts to 15 percent of the revenue collected in the real estate assessment fund for 1993.

"We can no longer afford to pass the cost of big government on to the taxpayers," said County Auditor Joe Testa. "Human resource management is the key to efficient use of taxpayers' monies."

To maximize employee productivity, Testa's office has implemented cross training and flex time, and has relied on increased training to eliminate expensive long-term maintenance and consulting contracts. According to Testa, a similar reduction at the federal level would have all but eliminated the 1993 federal deficit.

South

FLORIDA

• Come November 8th of this year, **DADE COUNTY** may have a new weapon at its disposal to fight the war on crime — casino gambling.

The county board of commissioners recently approved a resolution that calls for a major portion of the monies collected from the sales of gaming licenses be used for the capital costs of prisons, halfway houses, boot camps, youth crime prevention programs, and other crime prevention and reduction efforts.

The balance of the monies would be used to offset increased property taxes of low-income elderly and disabled homeowners who live in areas near casinos.

According to the county-backed plan, revenues generated by the licenses would be allocated to counties where the licenses were issued. If passed, it is estimated that the plan could generate more than \$400 million each year.

MARYLAND

• **HOWARD COUNTY** recently unveiled a new partnership to create and enhance positive experiences for young African American male residents.

The mentoring program was developed by the Howard County Community Action Council in cooperation with local African American clergy. Mentors will be drawn from the membership of more than 20 participating churches, local chapters of African American fraternities, community service organizations, Howard County Black Administrators and the community at large. The program is expected to

serve 120 young men in its first year.

Midwest

WISCONSIN

The Wisconsin Counties Association (WCA) is currently battling the director of state court over nearly \$10 million in property tax relief for counties.

The state legislature directed the court system to make circuit court support grants to counties totaling that amount by Jan. 1. But the director of state courts has refused to release grant funds unless each county signs a memorandum of understanding which sets forth a variety of criteria for receiving the awards, including when they may be distributed and priorities for their use.

In response, WCA has filed a lawsuit charging that the director's interpretation of the law infringes on counties' rights and that the director has no authority to prioritize costs or withhold funds for quar-

terly reimbursement.

Several state legislators have introduced legislation to place the authority of disbursing the circuit court grants within the Wisconsin Department of Administration, thus enabling counties to obtain the property tax relief they were promised.

West

CALIFORNIA

• *Public Transportation Innovation Journal* recently presented two awards to the **SAN DIEGO COUNTY** Transit System at the Tech Trans '94 conference in San Diego.

In the category, "Contract Management Team Excellence, Fixed Route," the county and its contractor shared the award for bus service provided in suburban areas of the county that gained a 10 percent increase in ridership in a one-year period. A county callbox demonstration project was the winner of a second award in the category, "Best Application of a New Technology."

More news from . . .

KANSAS — When the Board of **SEDGWICK COUNTY** Commissioners planned the first-ever handgun buy-back event in Kansas, they scheduled it to last a whole day. But after purchasing more than 300 working handguns in the first two hours of the day, the money set aside for the program ran out.

The buy-back was funded with \$10,000 from the county's contingency fund, \$1,000 from the district attorney's forfeiture fund, and \$1,550 donated from local businesses. During the event, citizens donated another \$600.

Participants received \$50 for each handgun they turned in.

Sedgwick County Commissioner Andrew L. Bias came up with the idea for the program which was unanimously supported by the board.



After a press conference, the news media and Sedgwick County staff look over the weapons turned in during the buy-back program.

Bias said the county would like to offer the program again in the future, with perhaps a larger pool of donated funds.

For more information, contact Fred Ervin, Sedgwick County public affairs officer, at 316/383-7429.

Peirce off base with column on economic development

By Melissa A. Ziegler
Knox County, Tenn.

(In the Feb. 21 issue of *County News*, columnist Neal Peirce scolded governors and local officials in Virginia and Alabama for allegedly allowing corporations to "rape [their] landscapes and plunder [their] tax base." Below is a response to Mr. Peirce's opinions from Melissa A. Ziegler, a member of NACO's Economic and Community Development Steering Committee, and also executive director, *The Development Corporation, Knox County, Tenn.*)

Clearly, Neal Peirce has never faced the agonizing frustration of ever-increasing demands for local services and the reality of level or

decreasing local public revenues. Surely he hasn't shared the fears of a neighbor who lost her job and can't afford the house payment.

Every major crisis of the last decade — education, health care, jails, homelessness, crumbling infrastructure — has been laid at the feet of local government, and local government has had to respond. And since local governments don't print money, they have only two methods of raising revenues — expanding their economic base or raising taxes.

Creating quality jobs and investments is an honorable and quite necessary part of the public agenda. Yes, there occasionally are a few deals that remind one of a feeding frenzy complete with sharks.

This is a very competitive arena

with a lot at stake. New and expanding businesses can create quality jobs and generate much needed tax revenues that help educate our kids, support community services, and keep the real bad guy off the streets.

This does not mean that local governments should lose sight of the importance of quality development and sound due diligence.

Communities must ask questions, conduct their own analysis of projects, and require performance. They should consider the impact of any proposed development on public facilities, infrastructure and the environment. Many communities already engage in significant analysis and study before they work with a business whether incentives are involved or not, and are astute play-

ers in economic development.

The very last thing we need is more regulation, as Mr. Peirce suggested. Those of us active in economic development have a long-term vision for our communities and we have better sense than to foul our own nests.

Besides, we haven't run into too many companies that want to "rape the landscape and plunder the tax base."

Governments don't create jobs; businesses do, but there are a lot of people working in counties around the country because county and state governments worked with the private sector.

A partnership between the public and private sector that is rational

See PEIRCE, next page

Notices . . . notices . . . notices

CONFERENCES

Government financial management seminars, sponsored by the Government Finance Officers Association (GFOA), are being conducted in New York City, April 11-14, and in San Francisco, Calif., May 16-20.

To find out more, contact: GFOA Educational Services Center, 180 North Michigan Ave., Suite 800, Chicago, IL 60601, phone: 312/977-9700.

The Urban Land Institute will have its annual spring meeting in San Diego, Calif., April 28-30. For more information, contact: Urban Land Institute, 625 Indiana Ave., N.W., Washington, DC 20004-2930, phone: 202/624-7000.

The John F. Kennedy School of Government's Program on Strategic Computing and Telecommunications in the Public Sector is conducting its conference, "Identifying Strategic IT Opportunities in the Public Sector," May 4-6. On June 2-3, "The Challenges of One-Stop Service" workshop will be held.

Inquiries should be directed to Tom Fletcher, Strategic Computing and Telecommunications Program, 79 JFK St., Cambridge, MA 02138, phone: 617/

495-3036, fax: 617/496-1722.

This year, the International City/County Management Association, in cooperation with the EPA, will hold four regional conferences on source reduction. The meetings are scheduled for: May 4 in Atlanta, Ga.; June 14 in Chicago, Ill.; July 21-22 in Kansas City, Kan.; and Sept. 8 in San Francisco, Calif.

For more information, call Barbara Schwartz, project manager, Environmental Programs, at 202/962-3539.

Reinventing government is the subject of a conference sponsored by the Reason Foundation, May 9-10 in Chicago, Ill. Speakers and other experts will show public officials how to bring change to government to prepare for the challenges of the 21st century.

Sacramento, Calif. is the site of the Government Technology Conference, May 18-20. For further information, call Deborah Furlow at 916/363-5000, ext. 314.

"Ending Homelessness: Putting the Pieces Together" is the theme of the National Alliance to End

Homelessness' conference, May 19-21. Workshop topics include employment programs for the homeless and meeting the demand of housing for AIDS patients.

For registration information, contact: National Alliance to End Homelessness, 1518 K St., N.W., Suite 206, Washington, DC 20005, 202/638-1526.

A Justice and Technology Forum is being held May 19 in Sacramento, Calif. Discussion topics will range from developing a justice network, to managing the technological aspect of a network, to using public/private partnerships to assist in the building and integration of a justice network.

To find out more, call Deborah Furlow at 916/363-5000, ext. 314.

Economic development practitioners will explore the ways that banks and other financial institutions have been involved in community economic development, June 5-7 at "Financial Institutions and Economic Development," a conference sponsored by the National Council for Urban Economic Development (CUED).

For registration information, contact: CUED, 1730 K St., N.W., Suite 915,

Washington, DC 20006, phone 202/223-4735.

Chicago, IL 60611.

A new book from the Police Foundation, *Civil Disorder: What Do We Know? How Should We Prepare?* provides a wealth of insights and numerous lessons about the causes of civil disorder, strategies to prevent it, and police response should trouble erupt. The cost is \$27.95.

To order, contact: Teresa Bishop, Police Foundation, 1001 22nd St., N.W., Suite 200, Washington, DC 20037, phone 202/833-1460, fax: 202/659-9149.

GRANTS

A unique foundation created to provide financial assistance to families of economic development, community development and public housing workers will provide its sixth annual round of grants in June.

Financial assistance is available for the education and support of children who lost a parent who worked in the field of public housing, community development or economic development. The deadline for nominations is May 30.

For more information, or to submit nominations, contact: Jeffrey Finkle, Bollinger Foundation, c/o National Council for Urban Economic Development, 1730 K St., N.W., Suite 915, Washington, DC 20006, phone: 202/223-4735.

Job market

ASSISTANT COUNTY ADMINISTRATOR, DIRECTOR OF PERSONNEL — CONTRA COSTA COUNTY, CALIF.: (Pop. 855,000) Salary presently estab. at \$85,824. Contra Costa County is directly east of San Francisco & offers a choice of rural, urban and suburban lifestyles with a temperate climate. The County has approx. 6,700 employees. Position rpts. to the County Admin. & also serves as Exec. Sec. to the Civil Service Commission. Position supv. a budg. of about \$4 mil. with 39 staff. Prefer masters deg. or equiv. exp. with at least 6 yrs. progressively resp. personnel exp. in a comparable pub. agency, at least 2 yrs. of which must have incl. signif. admin. responsibility. CA exp. is important. Send resumes by 4/18/94 to Norman Roberts & Associates, Inc. Attn: Norm Roberts, Pres., 1800 Century Park East, #430, Los Angeles, CA 90067-1507. AA/EEO/ADA. Women and minority candidates are strongly encouraged to apply.

EXECUTIVE DIRECTOR, COMMUNITY MENTAL HEALTH BOARD — HAMILTON COUNTY, OHIO: The Hamilton County Community Mental Health Board is seeking an executive director to provide leadership and management for a growing system of board-operated and contracted

public mental health services in the Cincinnati area. The new director will oversee a \$41.5 million system, serving more than 100,000 county residents, that is engaged in a major review and restructuring effort and is expanding services. Candidates should be experienced administrators who understand local and national political systems and current trends and practices in community mental health care. Political acumen, a collaborative management style, and excellent communication skills are essential. Advanced degree in mental health with experience in administration; or advanced degree in public health, hospital administration, or public administration with a five years post-degree administrative experience in mental health is required. Salary is competitive and includes attractive benefits. HCCMHB is an equal opportunity employer. All candidates will be evaluated on a merit basis. Send resumes by April 15, to Ford Webb Associates, Inc., PO Box 645, Carlisle, MA 01741. Attn: Hamilton County.

PERSONNEL DIRECTOR — HINDS COUNTY, MISS.: Hinds County is seeking qualified applicants for the position of Personnel Director. Minimum qualifications: Bachelor's degree w/major in related field, 6 yrs. experience w/3 yrs. in supervisory ca-

capacity. Salary will be commensurate with education and experience. Apply: Hinds County Personnel Division, Attn: Peggy Chapman, P.O. Box 686, Jackson, MS 39205. No closing date. Equal Opportunity Employer.

PROGRAM REVIEWER — BOSTON, MASS.: National corporation looking for a professional staff person to conduct performance evaluations of member organizations involved in community revitalization, home ownership & rehab lending, and affordable housing development & management. Person will work independently and on

Job Market - Classified Rate Schedule

Rates: \$3 per line.

(You can figure the approximate cost of an ad by counting the number of characters, including spaces and punctuation marks, in your copy. One line consists of approximately 38 characters.

Divide 38 into the number of characters in your ad. The resulting figure will give you the approximate number of lines. Multiply that figure by 3 to figure your approximate cost.)

Display Classified: \$30 per column inch.

Billing: Invoices will be sent after publication.

Mail advertising copy to: Job Market, *County News*, 440 First St., N.W., Washington, DC 20001.

FAX advertising copy to: Job Market, *County News*, 202/393-2630.

Be sure to include billing information along with copy.

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

teams to conduct a performance review of Planning, Resource Development, Board Oversight, Financial & Contract Management, and Production/Technical System areas. Candidates require strong interviewing, analyzing and report writing skills. Knowledge of assessment methods and nonprofit housing program a plus. Experience work-

ing with diverse populations is preferable. Frequent, overnight, national travel required. Location Boston. Excellent fringe benefits. Salary from \$36,700 depending on qualifications. Send resume by 4/15/94 to: Program Review, Neighborhood Reinvestment, 80 Boylston St., Suite 1207, Boston, MA 02116. EOE. MF.

PEIRCE from previous page

and balanced can produce significant benefits for a community.

Mr. Peirce, before you cast American business and politicians into the fiery furnace, please recognize that the jobs and expanded tax base created in this partnership between government and business are critical to communities.

Better education, replacement of aging infrastructure, dealing with the problems of crime, and other difficult issues face every community to one degree or another. Solu-

tions to these problems involve costs that must be paid by local tax revenues.

Perhaps the competition for jobs and investment has gotten a little out of hand, but the stakes are very high. We compete now in a global marketplace and to survive, and hopefully prosper, we must facilitate new alliances between the public and private sectors.

Failure to do so means lost opportunities for American workers, their families and the communities in which we live.

City - County - State Councils Administrators

Now you can find top executives & engineers with no loss of sharp candidates through F.O.I. Turn-Key Recruitment is simple, quick, and cost effective with the Personnel Network, Inc. Call me today for a confidential explanation of our methods, costs, and references. Chuck Larsen



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Assisting in the Achievement of Excellence in the Public Service Since 1972

Reminder: When traveling to Las Vegas, YOU DO NOT NEED a Saturday stay-over to take advantage of reduced airline fares.

Also remember, NACo room blocks at conference rates are not available until Sunday, July 31.

NACo

59th ANNUAL CONFERENCE

CONFERENCE REGISTRATION

POSTMARK DEADLINE - JUNE 25, 1994

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

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

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

Table with columns: Earlybird postmarked by 6/10, Advance after 6/10 & ON-SITE. Rows include Member county attendee, Non-member county attendee, etc.

AFFILIATE INFORMATION - Check box that applies

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

POLITICAL AFFILIATION

- Check boxes for Republican, Democrat, Independent

Spouse Full Name Youth Full Name(s)

PAYMENT METHOD: Select one, please CHECK VISA/MC P.O. or Voucher Money Order

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, less an administrative fee of \$50...

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER JUNE 25, 1994 WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK.

HOTEL RESERVATION

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

Room Reservation Name Arrival Date Roommate Name Departure Date Do you have a special housing request? 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. Hotel codes: W=walking distance to Headquarters Hotel; S=shuttle necessary.

Table with columns: Hotel Name, Single/Double, Price. Rows: Bally's Casino Resort (Headquarters) \$79, Flamingo Hilton W \$77, Alexis Park Resort S \$79

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

Do you wish to rent a suite? NO YES (You will be contacted)

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 that will instruct you to pay the hotel directly in order to guarantee your room. Your room will not be guaranteed until the hotel receives your payment.

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

CREDIT CARD AUTHORIZATION MasterCard Visa American Express Card Number 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, or if I depart earlier than I have confirmed, unless I have canceled my reservation with the hotel at least 48 hours in advance. The card may be debited as soon as the hotel receives my reservation.

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