

County News

Celebrate National County Government Week, April 16-23

National Association of Counties • Washington, D.C.

Vol. 26, No. 8 • April 18, 1994

Public interest groups unite behind Kempthorne bill

By Larry Jones
associate legislative director

At an April 8 meeting, representatives of state and local public interest groups strongly urged Senate Governmental Affairs Committee staff to use S. 993 (Senator Dirk Kempthorne's (R-Idaho) bill) as the vehicle for enacting mandate relief legislation.

This marks the first time all major public interest groups have been united behind an approach for addressing the unfunded federal mandates problem. Now that these groups have come together, they will use their collective strength to urge the passage of legislation.

During the meeting, NACo and other state and local lobbyists emphasized the need to build on S.

993, which currently has bipartisan support of 54 cosponsors. They also stressed the importance of moving the legislation quickly to allow time for committee and floor action in both houses.

The Senate staff assured NACo and other state and local groups that their recommendations would be shared with Senator John Glenn (D-Ohio), who chairs the Governmental Affairs Committee. Sen. Glenn had promised he would consider state and local recommendations before deciding how the committee would respond to unfunded federal mandates.

The meeting with Senate staff was in response to Sen. Glenn's invitation to state and local leaders at a March 28 meeting to work with his staff in developing a list of joint recommendations to address unfunded federal mandates.



He cautioned that a number of issues would have to be resolved before any bill could be considered.

Among the issues raised was the definition of "unfunded mandates." For example, should

programs done on a voluntary basis or programs that require matching state and local funds be considered mandates.

NACo President Barbara Sheen Todd and other state and local leaders met with Sen. Glenn at the March meeting. They urged him and other Senate leaders to use S. 993 as the vehicle for moving mandate relief legislation. Todd told Sen. Glenn it was important that legislation be enacted soon to "stop the mandate madness which is imposing an enormous drain on our local resources."

Ohio Governor George Voinovich arranged the meeting for the leaders of the major public interest groups, which include NACo and other national groups that represent mayors, governors,

See **KEMPTHORNE**, page 6

Congress clears HUD property disposition reform act and HOME changes

By Haron N. Battle
associate legislative director

On April 11, the president signed the Multifamily Property Disposition Reform Act of 1994 (S. 1299), giving the Department of Housing and Urban Development (HUD) greater latitude to dispose of its multifamily rental

housing inventory that costs the federal government in excess of \$285 million annually in carrying cost. This legislation also makes refinements to the HOME Investment Partnerships Program and other changes NACo supports.

Last year NACo helped develop the changes to the HOME Program that are part of this legislation. The most significant re-

finement in S. 1299 is adoption of a uniform non-federal match of 25 percent for all eligible activities. This replaces what had been a two-tiered match of 30 percent when HOME is used for new construction, and 25 percent for rehabilitation and tenant-based rental assistance.

The bill clarifies that home buyers assisted with HOME funds

need not be first-time home buyers, but simply low-income. It permits use of Community Development Block Grants (CDBG) to cover part of the cost of administering HOME (so long as a grantee does not exceed the

20 percent cap on CDBG administrative costs), simplifies accounting for income targeting, and makes other technical changes.

See **CONGRESS**, page 6

Prevention funds secure in crime bill

By Donald Murray
associate legislative director

Responding to strong grass roots pressure from county officials, the House Rules Committee on April 12 issued a rule that fully protects the \$6.9 billion prevention package in the House crime bill, H.R. 4092, by prohibiting any amendments that

would affect the package.

The rule was subsequently upheld by the full House on April 13 by a margin of 244 to 176.

A major feature of the prevention provisions is the Local Partnership Act, authorized at \$2 billion. The act has NACo's strong support. It distributes funds directly to nearly all counties according to a formula that favors the most needy urban and rural

jurisdictions. There are no matching requirements. The purposes of the grants are limited to crime prevention programs in the areas of substance abuse and education.

The package also includes a Model Intensive Grants Program totaling \$1.5 billion for 15 high, intensive crime areas. These grants

See **CRIME BILL**, page 6

PILT legislation passes Senate

The Senate passed S. 455, Senator Mark Hatfield's (R-Ore.) PILT (Payment In Lieu of Taxes) reauthorization legislation by a vote of 78-20, April 13. This legislation is one of NACo's legislative priorities for this Congress.

The Hatfield bill would phase in an increase in PILT payments to counties over a five-year period beginning in FY95. The increase would move the PILT-authorized funding level from

\$105 million this year to \$227 million after the phase-in. The level of funding would still be subject to annual appropriations.

A hearing on the House of Representatives companion bill, H.R. 1181, authored by Representative Pat Williams (D-Mont.), will be on April 28 in the Subcommittee on National Parks, Forests and Public Lands, chaired by Representative Bruce Vento (D-Minn.).

County News publisher Larry Naake heralds the progress of the unfunded mandates campaign. **page 2**

The waste industry is strongly resisting counties' efforts to control the flow of solid waste. **page 2**

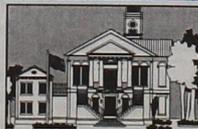


The County Innovators series highlights a unique model home in Sarasota County, Fla. **page 5**

Members of Congress continue to sign on to the Kempthorne/Condit bills that would outlaw unfunded federal mandates. **page 7**

THE HOT LIST

Thinking globally and acting locally lies at the heart of the latest environmental movement - "Sustainable Development." County News devotes a special report to this latest trend that depends on counties to work. **pages 9-16**



Neal Peirce **page 20**

News from the nation's counties **page 21**

Job market **page 22**

Publisher's Perspective

"Mandate Madness" They Say It Can't Be Done!

By Larry Naake
County News publisher

When the U.S. Conference of Mayors (USCM) and NACo called for a major campaign to enact mandate reform during our annual meetings last summer, they said it couldn't be done. The naysayers said it was just another political move to grab headlines and draw attention to counties and cities.

When we announced "NUMDay" (National Unfunded Mandates Day) to kick off a sustained effort to pass a comprehensive mandate reform bill, they said it couldn't be done. The naysayers said it wouldn't draw much media attention and that it would be a one-time media event that would quickly fizzle. But in fact it was a huge success.

The presidents of NACo and USCM (Barbara Sheen Todd and Louisville [Ky.] Mayor Jerry Abramson) appeared on the Today Show; the president of the United States signed an executive order banning expanded mandates in federal agencies; we held a very successful press conference in Washington, D.C., which included representatives of the National Governors' Association, the National Conference of State Legislatures, the National League of Cities, USCM and NACo; and there were hugely successful media events in hundreds of counties and cities throughout America.

The fact is that "NUMDay" did kick off a national, sustained campaign to enact comprehensive mandate reform and did result in the addition of dozens of co-authors to the Kempthorne and Condit bills.

When we said we would get 51 and then 60 (a super majority) co-authors in the Senate for the Kempthorne bill (S. 993), they said it couldn't be done. The naysayers said that the Democratic leadership would never stand for it. But thanks to the persistence of Senator Dirk Kempthorne (R-Idaho) and county and city leaders, we now have 54 co-authors and are moving toward our goal of 60.

When we said we wanted 220 co-authors (a majority) in the House of Representatives for the Condit bill (H.R. 140), they said it couldn't be done. But we now have 168 co-authors.

When we said we would have an impact on the way members dealt with the mandates issue now and in the future, they said that Senate and House members would ignore us and continue to do as they pleased.

But now almost every time a bill comes up in committee or on the floor, members ask about its impact as a mandate on states, counties and cities. In fact, the budget resolution passed by the House of Representatives on March 8, 1994 contains language concerning mandates and indicates that it is "the sense of the Congress that the federal government should not shift the cost of administering federal entitlements to state and local governments."

This is the first time that either house of Congress has gone on record on this critical set of issues.

The point of this litany is that those at the federal, state and local level (yes, many of our own colleagues) keep saying that the campaign to end the mandate madness is fruitless and that we will never make significant progress.

They keep saying "It can't be done," and we keep making significant progress because of the leadership of people like Sen. Kempthorne, Representative Gary Condit (D-Calif.), USCM President Jerry Abramson, NACo President Barbara Todd, National League of Cities President Sharpe James, USCM Executive Director Tom Cochran, and many others. We keep proving the naysayers wrong.

We are persistent. We are effective. We are visible (witness "NUMDay" and the major Unfunded Mandates Rally on the steps of the Capitol during the NACo Legislative Conference). And, we will try this battle to pass the Kempthorne-Condit bills in the Congress of the United States.

But to be successful we need your ongoing persistence and enthusiasm and orneriness. After our March 8 rally on the Capitol steps, we gained 20 cosponsors for the Condit bill. With your help in the coming months, we will achieve our goals of 60 Senate co-authors and 220 House co-authors, and curb the "mandate madness!"

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.



Waste industry battles counties over proposed flow control measure

By Diane S. Shea
associate legislative director

Waste disposal and waste hauling companies are locked in a battle with NACo and other local government organizations over a draft flow control bill, currently under consideration by the House Subcommittee on Transportation and Hazardous Waste.

Browning-Ferris Industries (BFI), Chambers, Laidlaw and Waste Management Inc. are opposing local government's to obtain congressional authority to exercise flow control authority over municipal solid waste.

Waste flow control is NACo's top environmental priority this year.

A draft flow control bill, circulated for comment by the subcommittee, overturns federal court decisions that have undermined local governments' ability to direct where garbage and trash can be delivered.

The bill is widely criticized by the private waste industry for giving counties and cities too much flexibility in determining which waste can be "flow-controlled," and for allowing existing flow control arrangements to continue.

Despite the fact that county and city governments are significant customers of waste disposal and collection companies, the waste industry has accused local governments of attempting to monopolize

solid waste services. NACo argues that an integrated solid waste management system, including recycling, composting and source reduction, remains an obligation of local government, not the private sector.

Additionally, local governments have been mandated by states to meet recycling and/or waste reduction goals, objectives that are more difficult to meet without flow control authority.

Active opposition by the waste industry has included lobbying mem-

bers of Congress against NACo's position, meeting with editorial boards of newspapers throughout the country to urge negative editorials, and characterization of flow control legislation to environmental groups as "pro-incinerator."

Waste companies have conceded that perhaps local governments should be allowed to manage residential solid waste collected from curbsides, but other garbage and trash should be excluded from flow control ordinances.

Congress needs to hear from counties on flow control

Congress needs to hear from you, instead of only the waste industry. It is time to let your congressional delegation know that you support waste flow control authority for your county, even if you are not currently exercising such authority. Flow control is one of a number of tools that counties need in order to plan for future needs and services.

Ask your congressional representative for his or her support of a bill that:

- allows local governments to control the flow of garbage and trash from all sources, including residential, commercial institutional and industrial

- "grandfathers" existing contracts entered into by counties by which a facility has been selected as the designated facility, and

- "grandfathers" existing laws, ordinances, franchises and other authority granting flow control authority to states and local governments.

One final request. Please send copies of your correspondence on this issue to NACo. Fax to Diane Shea at 202/393-2630, or mail to Shea at NACo, 440 First St., N.W., Washington, DC 20001-2080. Thank you.

New unfunded mandates in water bills

By Diane S. Shea
associate legislative director

The Administration-supported changes to the Clean Water Act and the Safe Drinking Water Act reauthorization bills have passed the Senate Environment and Public Works Committee and are awaiting floor action.

The House Clean Water Act bill will be acted on in committee in the next few weeks.

All the bills have dozens of new mandates, primarily for states,

with regard to the Clean Water Act, but as counties know, such mandates eventually wind up on the doorstep of local government. The legislation proposes to help counties and cities pay for such mandates with revolving loan funds — loans that must be repaid with interest — administered by states.

Clean Water Act

S. 1114, the Senate Clean Water Act reauthorization bill, requires states to raise 60 percent of their permit and regulatory costs from

user fees charged to local government and other wastewater permit holders.

If the state fails to adopt a user fee schedule (or fails to show that it can alternatively raise adequate funds from state appropriations), EPA can impose a federal user fee.

The bill also allows citizens to sue local governments for all past Clean Water Act violations committed within the last five years, including violations that are in

See UNFUNDED MANDATES, page 6

"Cumulative voting" ordered for Md. county

(From The Washington Post and Christian Science Monitor reports)

A federal judge has ordered a county on Maryland's Eastern Shore to implement "cumulative voting" as a way to remedy racial bias in the county's at-large voting system.

Worcester County, Md. has become the first county in the nation to come under a federal court order to implement the controversial voting mechanism, which first came to public attention with the nomination of Lani Guinier to head the civil rights division of the Justice Department last June.

Cumulative voting gives voters one vote for each open seat in an election, which may then be split any way among the candidates. The five-member board of commissioners in Worcester will continue to be elected on an at-large basis, but voters will be able to cast five votes, for instance, for one candidate, instead of the traditional one vote per candidate.

U.S. District Judge Joseph Young said the cumulative voting order was less drastic than ordering the county to create a majority-black district to ensure minority representation on the board. Drawing race-based voting

districts to ensure minority representation has been challenged in a North Carolina case, *Shaw v. Reno*, which the Supreme Court has agreed to hear.

The county of 35,000 was sued by the American Civil Liberties Union and the National Association for the Advancement of Colored People. African Americans make up 21 percent of the county, but have never won a seat on the board of commissioners.

Cumulative voting is used in only two other jurisdictions in the country — Chilton County, Ala. and Peoria, Ill. Both jurisdictions adopted the method to settle lawsuits.

Montgomery County, Md. takes a proactive approach to health and human services policy

By Kelly Mackie
research assistant

You can wait until a child is struck at a dangerous intersection and then install stop signs. Or you can adopt a policy that says all intersections should be safe for pedestrians and plan your traffic control accordingly.

Montgomery County, Md. has chosen the latter option — avoiding the crisis and taking the long view — in a well-defined policy that is thought to be the nation's first proactive approach to health and human services planning and delivery.

Faced by the twin factors of falling revenues and rising demand, Montgomery County found itself making agonizing decisions about the provision of services in a difficult time, sometimes resulting in a patchwork approach, according to Montgomery County (Md.) Councilmember Marilyn Praisner.

Realizing the need for change, the Montgomery County Council, acting in its capacity as the County Board of Health, spent three years devising its approach to health and

human services policy.

Involved in the process of policy formulation were an array of non-profit groups, agencies, commissions and interested individuals who assisted in drafting and refining the policy.

"The policy elevates health and human services from a reactive to a proactive posture," said Councilmember Gail Ewing, chair of the Health and Human Services Committee, which spearheaded the development of the policy.

"County government has long had formal policies on transportation, growth and housing, but the framework of decision making for the complex health and human services remained amorphous, even as demand for services exploded. This policy answers the need for a logical structure against which the provision of services can be set."

Throughout the policy formulation process, the basic obligations of county government, the roles of the public and private sectors, the parameters of the health and human services system, the quality of service delivery, the roles of

prevention initiatives and program evaluation, and volunteerism were all addressed.

"With the policy in place, future planning and decision making will take place within its context. This is critical given the economic realities of the '90s," said Praisner.

Basic obligations of county government

The health and human services policy of Montgomery County states that a supportive network must exist to assure that no resident lacks basic human needs for food, shelter and clothing. A mechanism must be in place to identify, monitor and address the incidence and prevalence of communicable diseases affecting all persons or a particular population within the community. Resources must be available to assist and support persons with communicable diseases and to educate the public on prevention and treatment measures.

A supportive network must function to provide protective service to individuals victimized by the threat of or by actual abuse or neglect. The public must be

educated and encouraged to advocate for state and federal measures that would enhance the provision of health and human services.

The roles of public and private sectors

The policy singles out the private sector generally as the preferred service deliverer, but delineates the conditions under which the public sector would deliver certain services. Because health and human services vary over time, county government must maintain accurate demographic and other data in order to identify and project trends regarding the health and human services needs of county residents, with particular emphasis on vulnerable and special populations. County government must assess the availability of services to meet identified needs, prepare a plan or plans to address voids in the public/private service delivery systems, and assure that the information is made available to all relevant groups.

County government must solicit support from, communicate with,

and encourage cooperation and collaboration with the private sector.

High-quality services

Programs and services must be designed in a way that protects the individual from abuse or neglect and maintains the integrity of the family unit. Programs and services directed toward school-age children should be colocated within the school and home wherever deemed appropriate.

Services designed to serve both children and adolescents, as well as individual adults, must respect the unique circumstances and configuration of the family unit, and provide a holistic approach to services. Respect for consumer dignity and worth are emphasized.

Prevention programs

Prevention programs are given high priority because prevention is the most effective and least costly method of addressing health and human services problems. Prevention programs must include educa-

See MONTGOMERY COUNTY, page 4

NACo WESTERN INTERSTATE REGION CONFERENCE REGISTRATION

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

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.

REGISTRATION FEES

Postmarked

After April 18 & On-Site

- Member \$295
- Non-Member \$350
- Other Govt. Attendee \$350
- Private Sector \$375
- Spouse \$ 50
- Youth \$ 30
- Post-Conference Workshop on Rural Recycling and Solid Waste Management (Lunch included) \$ 35

(For additional information and agenda, please call 202/942-4262.)

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 _____

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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.

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

New partnerships form between Western counties, environmentalists and forest industry

By Tom Mainwaring
Forest Service liaison to NACo

Encouraging progress has been made by local government officials, federal agency representatives, the forest product industry and environmentalists in addressing the plight of Western rural communities with a historic dependency on natural resource-based industries.

The Quincy Library Group, based in Northern California, and the Applegate Partnership, in southwest Oregon, have forged new partnerships between usually antagonistic parties to create meaningful jobs for displaced timber workers and foster economic growth in their rural communities.

The Quincy Library Group developed a proposal that applies to three national forests within a three-county area. The plan targets forest health, forest ecological integrity, an adequate sustained level of timber production, and local economic stability as major goals.

To meet its objectives, the Quincy Group agreed on three strategies.

First, selective harvesting, as opposed to clear-cutting, would be practiced across the total forest landscape. Selective cutting maintains a continuous forest cover, while also allowing timber harvesting.

Second, the group adopted the fire and fuel management objectives recommended in the California spotted owl report, and third, riparian management practices would ensure adequate streamside buffer zones and streamside restoration where necessary.

Local displaced timber workers and their equipment would perform the work required to implement the three strategies, ultimately providing needed employment, raw materials for timber processing and environmentally sound forest management practices.

The Applegate Partnership focus is broader than the scope of federal agency jurisdiction. The group is interested in the management of all lands, not just public lands, within the 500,000-acre Applegate Watershed. (The Bureau of Land Management and the Forest Service are responsible for managing about

70 percent of the watershed.)

Through community involvement and education, this partnership supports management of all lands within the watershed in a manner that would: 1) sustain natural resources, 2) contribute to local economies, and 3) lead to community stability within the Applegate valley.

For the last year, the partnership was loosely organized by a board that met through regular scheduled meetings. The first task of the board was to form a vision — a way for traditional adversaries to get together with a shared belief that a healthy ecosystem could be maintained while still using and getting some products out of the forests.

The Quincy Library Group and the Applegate Partnership encourages individuals and groups outside the area to initiate contact between traditional rival interest groups to sit down together and seek opportunities for common ground. The "gridlock" surrounding the timber supply issue in the Pacific Northwest must be addressed by local interests working together for their ecological, social and economic well-being.

MONTGOMERY COUNTY from page 3

tion and other wellness initiatives. Earliest possible prevention measures are vital. These should include family planning through post-natal care services and information to support services. The highest priority for prevention initiatives is the health, welfare and protection of children, followed by prevention initiatives targeted toward special populations.

Program evaluations

Program evaluations are essential to the integrity of the health and services system. Each new pilot and existing program must be periodically evaluated to determine effectiveness and continuation.

Program evaluation should include

outcome measures, less costly ways to achieve the program goals while still maintaining high-quality service delivery, whether prevention initiatives exist, and the roles and relationships of the evaluated program to other programs within the service delivery system.

Volunteerism

Volunteerism is encouraged and supported in all parts of the health and human services system. Volunteers and volunteer agencies should be recognized for their unique contributions to the community. Volunteerism must be efficiently and effectively managed, and must enhance service delivery.

"As the policy's preamble states,

the policy is based on a vision of an attainable, secure and healthy future for each county resident," said Councilmember Betty Anne Krahnke. "The new policy, and the orderly planning which we expect to ensue from it, will help us to achieve that vision far more efficiently and effectively."

As demands for health and human services continue to rise and resources continue to diminish, more and more counties will be considering proactive policies to community crises. For more information, contact Councilmember Ewing's office at 301/217-7975.

(This is the first of occasional articles from the NACo Research Department.)

Counties Serving Disabled Americans Award

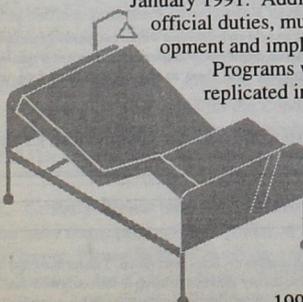
As a new partner in the National Organization Partnership Program of the National Organization on Disability, NACo is pleased to announce its first Award for Excellence to the member county with the most outstanding program or project targeted at improving the quality of life for disabled Americans.

This year's \$1,000 cash award has been donated by the J.C. PENNEY CO. To be eligible, both ongoing and one-time programs must have been initiated since January 1991. Additionally, county officials and/or staff, as part of their

official duties, must have played a significant role in the program's development and implementation.

Programs will be judged on their measured success, ability to be replicated in other communities, innovation, leadership and community involvement. A panel of five judges, appointed by the president of NACo, will evaluate all applications accordingly. The selection will be made by July 1, 1994 and the award will be presented at the 1994 NACo Annual Conference.

Call the NACo Research Department today at 202/942-4246 to obtain the award application form and guidelines. Nominations must be postmarked by June 15, 1994.



NACo on the move

◆ An article by Bucks County (Pa.) Commissioner **Andy Warren** was published last month in a supplement to *The Washington Post*. In it, Warren, chair of the Rebuild America Coalition and NACo's Transportation Steering Committee, urged President Clinton to convene a White House summit to establish a national strategic infrastructure investment plan for the 21st century.

◆ Focus groups on county financial services were held last week in Fulton County (Atlanta), Ga.; Hamilton County (Cincinnati), Ohio; and Los Angeles County, Calif. Staffed by **Lee Ruck**, director of enterprise services; **Cynthia Feathersen**, director of marketing, promotions and planning; and **Fred Zeldow**, financial/marketing analyst, information from the meetings will be considered in making recommendations for the newly established NACo Financial Services Center.

◆ New Zealand journalist **Barbara Fountain** met with Associate Legislative Director **Tom Joseph**, April 4, to discuss U.S. health care reform legislation and its similarities with her country.

◆ On April 9-12, NACo President **Barbara Todd** participated in a panel discussion at the National School Boards Association Annual Conference in New Orleans, La.

◆ NACo First Vice President **Randy Franke** spoke at the Missouri Association of Counties Legislative Conference in Jefferson City, April 11. He then traveled to Washington, D.C. for a meeting on the needs of young children, sponsored by the Carnegie Corporation, April 12-14.

◆ At the Utah Association of Counties meeting, April 7 in Salt Lake City, Utah, Executive Director **Larry Naake** addressed the meeting and later met with the editorial board of *The Deseret News*, one of the local daily newspapers. ... On March 30-31, Naake attended the Public Technology, Inc. board meeting in Washington, D.C.

◆ In Seattle, Wash., Research Associate **Naomi Friedman** participated in a local government working group at the National State Pollution Prevention Roundtable, earlier this month.

◆ **Neil Bomberg**, director of NACo's Training and Employment Programs, was in San Diego, Calif. for the Western Job Training Partnership Institute, March 30-April 1, and in San Francisco, Calif., April 10-13, for the Partnership for Training and Employment Careers Annual Conference. On April 5, Bomberg, along with Research Associate **Robin Fernkas** attended the Department of Labor's Dialogue on Job Training.

◆ On April 7, Associate Legislative Director **Bob Fogel** met with the staff of Senators **Jay Rockefeller** (D-W. Va.), **John McCain** (R-Ariz.) and **Bob Packwood** (R-Ore.) on telecommunications legislation.

◆ Earlier this month, Environmental Programs Director **Jerry McNe** participated in a session on sustainable development at the Commerce Department.

County News

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

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Published biweekly except August by:
National Association of Counties Research Foundation, Inc.
440 First Street, N.W.
Washington, D.C. 20001-2080
202-393-6226 FAX 202-393-2630

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County Innovators: Governing for tomorrow's needs, today

Sarasota County, Fla.: making sustainable development live for the home buyer

By Beverly Schlotterbeck editor

SOUTH SARASOTA OPEN WEEKENDS

OLD-STYLE FLORIDA CHARM NEW-STYLE EARTH-FRIENDLY

Surround yourself with cool Florida breezes, while saving 50 percent a month on utilities. 3BR, 2BA, 2,300 sq ft. Wrap-around porches. Landscaped grounds. Very low maintenance. Developer and builder on site to answer questions. Priced to build on your lot. \$125,000. Special financing available.

When Sarasota County, Fla. pulls the wraps off The Florida House next week, a unique experiment in public education will begin.

The 1,500-square-foot, so-called "starter home" on the grounds of the Sarasota County Technical Institute is a living, breathing example of how no one needs to break the bank or go eco-weird to build a home as environmentally correct as a high-desert sunset.

It's also a Public Technology, Inc. (PTI) Achievement Award winner in the energy category — one of 12 winners PTI honored last year out of a field of 320 entries.

The county is banking that its appeal will encourage residents of this attractive, rapidly growing area on Florida's west coast, to incorporate some, if not all of its features in their present or next home. The pay off — development that rides the wave, not drains the pond.

Billed as an educational exhibit and center, The Florida House and its grounds illustrate how conservation techniques from the past can be married with current knowledge and technology to sustain the area's ecosystem.

From landscaping that uses drought-resistant native plants and "gray-water" for irrigation, to recycled and least-toxic construction material, The Florida House complex leaves no opportunity unexplored in its quest to be the premiere example of environmentally conscious development.

Growth

The exquisite attention given to every facet of its construction and its amalgamation of old and new conservation techniques is an apt metaphor for the public-private citizen movement that gave birth to the Florida House four years ago.

Sarasota County Extension Director Mike Holsinger, who is credited by many in the community as being a driving force behind the complex, explained that the notion of The Florida House grew from the ashes of a failed ballot initiative that would have placed a moratorium on growth in the county for two years. Closely related to the initiative were emergency water conservation re-

strictions imposed by the county's watershed management district.

"Growth," Holsinger explained, "was out of hand in Sarasota County. The infrastructure wasn't there to support more. [The initiative] was an attempt not to stop growth, but to cap it for a few years."

Though the moratorium failed, the tensions that brought the measure to the ballot remained. In an effort to ease the divisiveness, the county and the Extension Service held a series of public meetings to educate Sarasota residents about the issue and to seek their suggestions.

What came out of the meetings was the clear suggestion that Sarasota's residents wanted the two sides — pro- and anti-growth to get together.

In a follow-up meeting at the Extension Service, the idea of The Florida House was born.

The Florida House Foundation

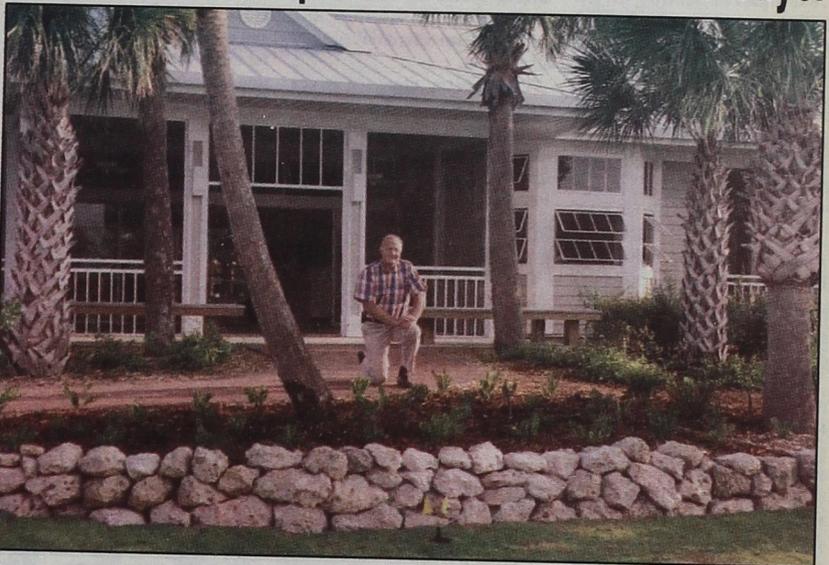
"We wanted to do what we could to show energy conservation," said Holsinger, a 3-D education project if you will.

Holsinger, along with John Lambie, a solar power specialist, and architect, W. Terry Osborn, formed the backbone of a coordinating committee that was to become, first, the Florida House Foundation, and second, an effort so broad and popular that it embraced more than 200 active organizations and has attracted nearly \$400,000 in grants and in-kind services and materials.

"From the beginning, we decided to exclude no one," Holsinger said.

No doubt that explains how the list of Florida House supporters includes the likes of the Sarasota/Manatee Sierra Club, the League of Women Voters, the Peace and Justice Center, the Sarasota Chamber of Commerce, the Women's Resource Center, the First National Bank of Venice. And on it goes.

It took time though, almost six months, before trust was established among the participants, Holsinger recounted, although the coordinating group incorporated as a non-profit organization early in the effort.



Sarasota County (Fla.) Extension Service Director Mike Holsinger poses like a proud papa on the grounds of The Florida House, opening next week.

Sarasota County

From the beginning, Sarasota County endorsed and supported the project. "The county has been involved right along, in endorsing [The Florida House Foundation] and in providing staff support," said Commissioner Charles Richards. In addition to the leadership provided by Mike Holsinger and the County Extension staff, volunteer staff from other county departments were also engaged in the effort. "County staff put in a lot of time with the project. It took on a life of its own," according to Sarasota County Administrator John Wesley White.

White said the county was also instrumental in securing land at the Technical Institute for the home's site, and lent the project a "credence" that proved invaluable as the project sought support from the community.

The county has "very limited financial involvement" in the actual construction, White related, but its stake, in terms of volunteered staff time and outcome, is considerable.

The money thing

A Sarasota newspaper columnist described the building of The

Florida House as a "community barn raising." Grants from the Southwest Florida Water Management District (\$80,000), the Selby Foundation (\$40,500), Florida Power & Light (\$20,000), the Florida Department of Environmental Protection and EPA (\$10,000), and the Home Depot Corporation (\$10,000) formed the core funding, but it was volunteer architects, volunteer researchers, student crews from the Technical Institute, and dozens of in-kind services and materials donations that put the house on the

See FLORIDA HOUSE, page 17

Florida House specifications tell story of earth-friendly home

Want to know how developers of The Florida House make it a living example of development that sustains, rather than depletes? Read on for the full story.

Building Design and Energy Systems

The traditional model is an "old Florida Cracker" style, one-story home consisting of three bedrooms and two baths within 1,500 square feet of air-conditioned living area, and 825 square feet of outdoor screened porches. Sixty-five percent of the total openings are pocket sliding doors with insulated glazing which open up the spaces onto the porches for outdoor living. Forty-six percent of the total openings face the south, 36 percent north, nine percent east and nine percent west. The typical roof eave over-

hang is four feet.

The floor system is concrete slab on grade construction with large areas of tile finish to conduct the advantage of the ground temperature and to serve as a heat sink.

The roof system is a white finish "galvalume" metal over an R30 insulated and ventilated attic space. The west wall is provided with radiant barrier and ventilated siding detail, and the garage space is located on the east end of the home.

The air conditioning and heating system is a 2 1/2 ton high-efficiency air-source heat pump with a scroll-type compressor. The whole house fan system includes an insulated cover and a direct duct to the outside through a gable vent.

The hot water system is a passive 40 gallon batch-type solar wa-

ter heater, manufactured in the county. The back-up system is powered with gas.

The lighting fixtures use only compact fluorescent, halogen or fluorescent tubes with electronic ballasts. The ceiling fans are operated by occupancy sensors. One room is designed for the use of low-voltage lighting and a ceiling fan with a small photo voltaic panel and battery back-up.

Water Systems

Plumbing fixtures and equipment

The home uses devices which provide the water services that home owners expect, but in the most efficient way. One and 1.6 gallon toilets which can cut indoor water use

See SPECIFICATIONS, page 17

CONGRESS from page 1

As part of HUD's economic development initiatives, S. 1299 includes the Administration's proposal to expand the CDBG Section 108 loan guarantee program.

Funds recaptured from Urban Development Action Grant projects that never went forward will be used to write down the interest rate to three percent on federally guaranteed economic development loans under the Section 108 program.

The bill also expands the program's eligible activities to include the acquisition, construction, reconstruction or installa-

tion of public facilities, except for buildings for the general conduct of government.

S. 1299 also reforms the multifamily disposition law by giving HUD more flexibility in determining the level of assistance that is required in order to maintain long-term affordability upon disposition.

The reform measure gives HUD discretion to provide other assistance to achieve long-term affordability. This includes: 1) discounted purchase prices; 2) tenant-based assistance; 3) defined rent restrictions, or caps

This marks the first time all major public interest groups have been united behind an approach for addressing the unfunded federal mandates problem.

pegged to 30 percent of income and in place for the remaining useful life of the property; 4) gap Section 8 assistance to cover any shortfalls between 30 percent of adjusted income for very low-income families and the flat rent; 5) short-term bridge loans; 6) up-front grants; and 7) right of first refusal to state and local governments to pur-

chase HUD-held properties.

In addition, the bill provides tenant protection against displacement after disposition. This includes a two-year freeze on rents for unassisted, very low-income tenants whose rents would exceed 30 percent of adjusted income after disposition, and a federal preference for public hous-

ing and Section 8 assistance at the end of the two-year period.

This is one of two major pieces of housing, community and economic development legislation that Congress is expected to pass this year.

The House and Senate banking committees expect to receive HUD's legislative package very shortly. Some of the provisions contained therein will be incorporated into bills that reauthorize all housing and community development programs for which the current authorization expires on Sept. 30, 1994.

UNFUNDED MANDATES from page 2

the process of being remedied, or are under a court-decreed schedule.

The bill also would mandate national standards for wastewater treatment plant operators; require new regulations for sediments, nutrients, suspended solids and dissolved oxygen from non-point sources; and extend marine protection and national estuary programs as far as 200 miles inland from coastal areas.

On the House side, H.R. 3948 is scheduled to be marked up in the Public Works and Trans-

portation Committee soon.

The bill has many of the same provisions as the Senate bill, but the storm water section is especially troublesome. The House bill would extend the storm water permit programs to "urbanized areas" of 50,000 population and above.

This would require hundreds of relatively small suburban counties to obtain a storm water discharge permit for rainwater draining from roads, drainage ditches and

residential lawns. The bill also extends the reach of the Clean Water Act, for the first time, to groundwater that is hydrologically related to surface water. It also sets as a goal of the Clean Water Act that all waters of the United States be made fishable, swimmable and drinkable.

Safe Drinking Water Act

S. 1547, the Senate Environment and Public Works Committee-passed bill to reauthorize the Safe

Drinking Water Act, while improving on the badly flawed current statute, fails to provide sufficient relief to local government from needless expenditure of scarce local resources.

The bill lacks the key component of NACo's drinking water policy — that the cost of selecting which contaminants to regulate should take into account the risk to public health. S. 1547 requires EPA to assess 15 contaminants three years after

enactment, then seven more contaminants every five years thereafter. A standard for the contaminant must be set unless EPA can prove that it is not worthy of regulation.

County officials need to make their senators and representatives understand that these bills are another example of federal government micromanagement of local activities, and will cost counties and cities millions of dollars over the next decade.

KEMPTHORNE from page 1

legislators and other local officials.

During the March meeting, Voinovich urged Sen. Glenn to join with Sen. Kempthorne in providing the leadership to move a mandate relief bill in the Senate.

Glenn was careful not to make any commitments, but said he would

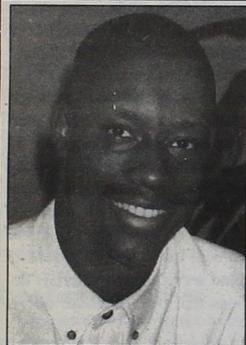
look very closely at each of the eight bills that have been referred to the Governmental Affairs Committee before deciding how he would proceed. He also cautioned that due to a heavy schedule, the Senate may not be able to complete action on a bill this year.

The Senate Governmental Affairs

Committee has scheduled a hearing on pending mandate relief bills for April 28. NACo and other state and local groups have requested the opportunity to testify. All county officials are urged to keep the pressure on senators to cosponsor S. 993

If your senator is not a cosponsor, please urge him or her to cosponsor the bill at once.

Only six more cosponsors are needed to reach NACo's goal of 60, which is the number needed to skip the committee process and move the bill to the Senate floor for action.



Darryl Griffin is the new research assistant in the Training and Employment Program. Griffin is a life-long resident of Prince George's County, Md. He has a bachelor's and a master's degree in city and regional planning from Morgan State University in Baltimore, Md.

CRIME BILL from page 1

would be administered by the attorney general and would fund comprehensive prevention programs.

The third major section of the prevention package authorizes \$1.3 billion for the Ounce of Prevention Grant Program, administered by the secretary of health and human services. The program would fund summer and after-school programs, mentioning substance abuse treatment and

prevention programs promoting employability and job placement.

The fourth major element of the package authorizes \$1.4 billion to establish drug courts and treatment programs in lieu of incarceration for non-violent drug offenders.

House debate now focuses on amendments that were permissible under the rule. These amendments will be considered over the next two weeks.

We want to know your opinions of NACo! Return your NACo survey today!

NACo is conducting a survey of its members and non-members. In mid-March, the survey was sent to NACo board members, steering committee chairs and vice chairs, affiliate presidents, and other randomly selected chief elected officials in member and non-member counties.

The survey is designed to elicit your opinion and knowledge on a number of NACo services and benefits.

If you received a questionnaire and misplaced it, please call The Gallup Organization at 1/800/727-9877 and a replacement will be sent to you immediately.

If you have a survey, please return it in the enclosed postage-paid envelope to:

The Gallup Organization
P.O. Box 5700
Lincoln, NE 68505-9926

Please note that there is a code on the back page of each survey. That code tells The Gallup Organization who the survey was sent to. Therefore, it is unnecessary for you to write your name and address on the questionnaire.



When County News reported the Adopt a Cow campaign, launched by the South Carolina Commissioner of Agriculture in an effort to aid victims of last summer's devastating drought in his state, Lancaster County (Pa.) Commissioner Jim Huber took him up on his offer. Huber is pictured here with his official adoption papers and his adopted cow's namesake, Sherita, along with her owner, Lancaster County Dairy Princess Marci Harnish. Lancaster County, Commissioner Huber proudly points out, has more cows per square mile than any other county in the country.

Representatives Who Have Not Yet Cosponsored H.R. 140

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Sam Coppersmith
Ed Pastor
Jon Kyl
Jim Kolbe
Karan English

Arkansas

Blanche Lambert
Ray Thornton
Jay Dickey

California

Dan Hamburg
Robert Matsui
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George Miller
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Pete Stark
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Jon Edwards
Sam Farr
Calvin Dooley
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Howard Berman
Carlos Moorhead
Henry Waxman
Xavier Becerra
Julian Dixon
Lucille Roybal-Allard
Esteban Edward Torres
Maxine Waters
Jane Harman
Walter Tucker
Steve Horn
Edward Royce
Bob Filner

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Harry A. Johnston
Peter Deutsch
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Alcee Hastings

Hawaii

John Linder
John Lewis
Newt Gingrich
~~George Darden~~
Cynthia McKinney

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Neil Abercrombie
Patsy Mink
Larry LaRocco

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Bobby Rush
Luis Guterrez
Dan Rostenkowski
Henry Hyde
Cardiss Collins
Philip Crane
Sidney Yates
George Sangmeister
Lane Evans
Robert Michel
Richard Durbin

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Philip Sharp
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Newt Gingrich
~~George Darden~~
Cynthia McKinney

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Robert Menendez

Rhode Island

Kentucky
Wendell Ford

Rhode Island

Maine
Thomas Andrews
Olympia Snowe

Rhode Island

Maryland
Helen Bentley
Benjamin Cardin
Steny Hoyer
Kweisi Mfume
Constance Morella

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John Olver
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Michigan
Donald Riegle
Carl Levin

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Mississippi
William Clay
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Richard Gephardt
Ike Skelton
Alan Wheat
Melton Hancock
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Nebraska
James Bilbray
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Robert Torricelli
Donald M. Payne
Dean Gallo
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Nevada
Joe Skeen
Bill Richardson

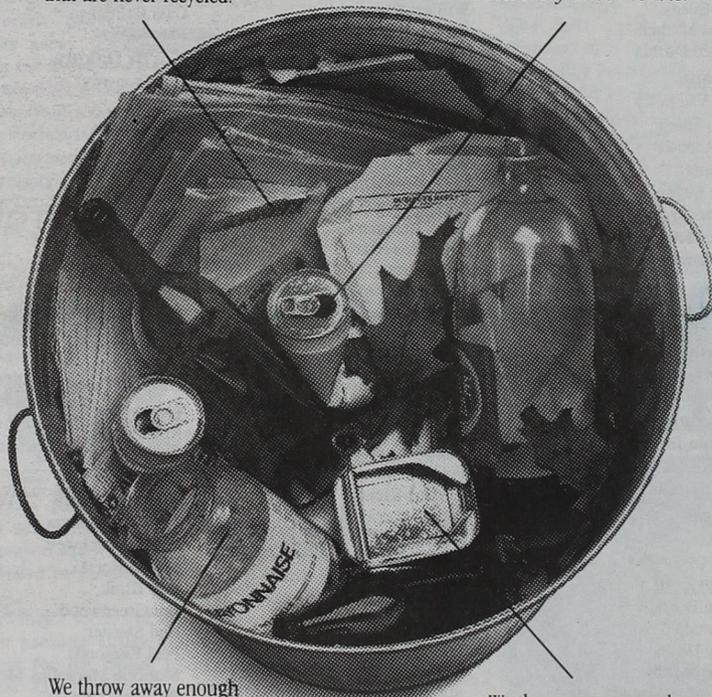
Rhode Island

New Jersey
Byron Dorgan

TAKE A FEW MINUTES TO GO THROUGH YOUR GARBAGE.

Every Sunday, more than 500,000 trees are used to produce the 88% of newspapers that are never recycled.

American consumers and industry throw away enough aluminum to rebuild our entire commercial airfleet *every three months*.



We throw away enough glass bottles and jars to fill the 1,350-foot twin towers of New York's World Trade Center *every two weeks*.

We throw away enough iron and steel to *continuously* supply all the nation's automakers.

The ordinary bag of trash you throw away is slowly becoming a serious problem for everybody.

Not only are we running out of resources to make the products we need, but we're running out of places to put what's left over.

For more information on recycling, call the California Department of Conservation, Division of Recycling, at 1-800-327-9886, or write Environmental Defense Fund, 257 Park Ave. South, New York, NY 10010.

The few minutes you take to learn how to recycle will spare us all a lot of garbage later.

**IF YOU'RE NOT RECYCLING
YOU'RE THROWING IT ALL AWAY.**

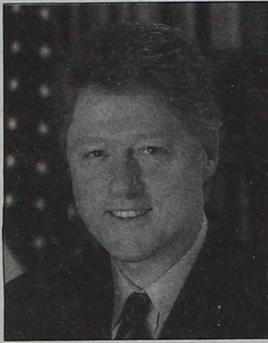


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Counties: Leaders for a sustainable future

Clinton, Todd share sustainability vision



Dear County Official,
I applaud the National Association of Counties for taking a leadership role in our nation's effort to ensure a sustainable future. We must work together to set policies that will develop the economy and preserve the environment for our children and our children's children. This is a challenge for all Americans.

As you all know, government must lead by example. In addition to establishing the President's Council on Sustainable Development, I have signed executive orders that are good for the environment as well as for business. For example, we are requiring

federal agencies to purchase recycled goods and energy-efficient products. We are encouraging the adoption of pollution prevention and energy efficiency measures in federal buildings — including the White House. Not only will these actions stand as models for environmentally and financially responsible management, they will also spur investments in sustainable technologies around the country.

However, these measures alone are a small step in a much larger process. Achieving a sustainable future is a task that requires the federal government to work closely with state and local governments. It is clear to me, and undoubtedly to you as well, that local government is a principal player in the nation's sustainable development effort.

As a county official, you are on the "front lines." You are confronted with numerous decisions that will have a lasting impact on your county and its residents. Many of you are taking steps to coordinate economic development with environmental preservation — improving energy efficiency; eliminating pollution; retraining the work force; reducing waste; attracting new industries; expanding recycling programs and buying recycled materials; protecting groundwater and streams; and preserving natural, historical and cultural treasures. Local governments that work with community leaders, industry and citizens to establish long-term priorities and solutions are safeguarding the uniqueness of their counties, as well as ensuring a healthy and economically strong community.

You, and the people in your county, can chart a new course toward a sustainable future. Local governments make many of the most important decisions that affect our future. I look forward to working with you in this vital effort. I hope each of you will accept this challenge.

Sincerely,

Bill Clinton



Dear County Official,
I am very excited about this *County News* special supplement, "Counties: Leaders for a sustainable future." The discussion concerning sustainability issues has been growing. Two major questions have arisen from these discussions: 1) **What role should county government play?** and 2) **How can we be most effective in that role?**

Many of you are already involved in sustainable development activities. For others, this is a new concept. Regardless of your level of involvement, I believe counties will

be a major factor in assuring a more sustainable future.

The people who live in our counties expect and deserve clean water, clean air and a healthy natural environment. Of course, they also need good jobs, affordable housing, transportation, schools, hospital, fire and police protection, and the many other services that local government is expected to provide. The future of our towns, cities and counties will, to a large extent, be determined by county leaders like you discovering ways to balance all these needs.

Last summer, I appointed a NACo Sustainable Development Task Force to determine what sustainability means and what some of the implications are for county governments. Guess what the interim reports suggest? Local government is where the action is now and will be in the upcoming years to follow. This supplement provides you with a basic introduction to sustainable development.

Counties make many important decisions that shape our country's future. We must use our limited resources to make our communities economically, socially and environmentally sustainable. What is required is a better understanding of how we can use our resources in ways to better meet our needs today and in the future.

Now, more than ever, county officials will be working closely with citizens, industry and non-governmental organizations to establish a vision that will shape the country's common future. This shared vision will reflect the local values, diversity and uniqueness of each of your counties.

As stewards of our communities, we can work together to be responsive to changing times while ensuring that future generations enjoy the same opportunities we have.

Sincerely,

Barbara Sheen Todd
NACo president

Civic environmentalism: the bottom-up answer

By DeWitt John
National Academy of Public
Administration

Many environmental problems can be solved best from the bottom-up, with local and state leaders taking the initiative rather than responding to federal edicts. Top-down regulation disciplines polluters, but bottom-up "civic environmentalism" is a strategy to protect the environment, while also building strong local economies.

Can a community really have both jobs and a clean environment? Consider these examples:

Sustainable communities in Colorado. The counties surrounding Rocky Mountain National Park in Colorado meet regularly with park officials to work out local conflicts. "The park is the engine that drives our economy," says Larimer County Commissioner Jim Disney. "We must retain environ-

mental quality inside and outside the park."

The park hired a land-use specialist to help the town of Estes Park handle rapid residential and commercial development. Town and county officials have also met with park staff to find ways to manage the growing elk herd, which is a prime tourist attraction, but is straying into residential areas and damaging shrubs and lawns.

Sustainable agriculture in Iowa. Fertilizer use in the Iowa Corn Belt has dropped significantly in the past decade, without a reduction in yields. This means lower costs and more profit for farmers, as well as reduced pollution of surface and groundwater.

Sparked by the state groundwater act of 1987, scientists at the Aldo Leopold Center at Iowa State University have developed new tests to determine how much fertilizer is needed on individual fields, and county extension agents are help-

ing farmers use these tests and other tools to farm with fewer chemicals.

Pollution prevention. The 3M company discovered in the mid-1980s that "pollution prevention pays." Rather than investing in expensive equipment to catch pollutants as they leave smokestacks and drainage pipes, engineers looked "up the pipe" into the production process. They found ways to reduce the use of toxic chemicals or to reprocess them into new products, thus cutting costs and adding to revenues.



Many big firms can find these opportunities on their own, but small businesses turn to local universities and non-profits for expertise. State pollution prevention efforts focus on helping these small firms.

Making energy conservation pay. Washington, California, Colorado and other states are experimenting with ways to allow public utilities profit from selling less electricity, not more.

Profits have always been linked to sales. But now state regulators are changing accounting practices to give utilities incentives to help their customers conserve energy.

These are all examples of "sustainable development," a new way of looking at environmental issues. The idea is simple: Local leaders and individual businesses want both prosperity and a clean environment, and they may be able to have both if they look hard enough. As community leaders seek sustainable development, the politics and policy change from top-down regulation

to bottom-up civic environmentalism.

Traditional environmental policies are top-down. They assume that businesses will find it cheaper to pollute, and that states will be reluctant to enforce tough regulations because local leaders will always put jobs over environmental protection. So Congress passed tough national standards to force states to control different kinds of pollution, protect endangered species or safeguard fragile lands.

This top-down approach often involves confrontational "holy wars." On one side are the "white hats" — the EPA, pro-environment congressional committees and environmentalists, all ready to litigate if state regulators do not enforce federal mandates. On the other side are "black hat" polluters, with their advocates, scientists and lawyers, equally ready for a hard fight.

Sometimes this system is neces-

See **BOTTOM-UP**, page 16



By Stanley J. Keysa
Erie County, N.Y.

Erie County, N.Y. discovers profit in transition to sustainable development

A long time ago, on Sunday evenings, when my father would drive home from our cottage through the farms and wooded hills of southern Erie County, there was a field in the Town of Elma where we would stop. Looking to the northwest, we could see the tall buildings of downtown Buffalo some 13 miles off.

But if we were lucky, an even more exciting sight would take place on the shores of Lake Erie, a few miles south of Buffalo. There, the Bethlehem Steel plant would seem to explode in a bright orange light, reflected and magnified by the heavy clouds of smoke that always lingered over the steel mill. It was truly spectacular when they lanced the open hearths with oxygen!

Today, the view across that field is quite different. The tall buildings of Buffalo are still visible in the distance, but the steel mills are gone, their huge furnaces levelled. Molten steel no longer brightens the night. And in that field in Elma sits a very modern Motorola plant, producing high-tech electronic components, such as ignitions, and air bag and power-seat controls, for automotive and industrial uses.

That view across the miles and across the years is a paradigm of what has happened in Erie County, at the western end of New York State.

Once a giant of transportation and heavy industry, and dominated by large companies which cared little for the environment, this microcosm of America has found itself uneasily shifting to a new life of diverse, smaller firms whose owners are often attracted by a rediscovered quality of life, free of smoke-stack soot.

Located on the border with Canada where Lake Erie empties into the Niagara River, Buffalo has been a natural stop on millions of journeys. Here, Indians and the French voyageurs portaged around the mighty falls of the Niagara. Here, canals floated immigrants west to board Great Lakes steamers at Buffalo docks, and returned east with grain to feed New York City.

Shipbuilding started when LaSalle launched "Le Griffon" in the summer of 1679. In the 19th century, Buffalo warehouses stored goods transhipped from Great Lakes steamers to the Erie Canal. Here, in 1843, John Dart built the world's first steam-powered grain elevator. Here, in 1902, the Lackawanna Steel Company erected the world's largest steel mill.

Numerous automobile manufac-

turers, railroad roundhouses and erecting shops were woven into the urban fabric. Curtiss-Wright and Bell Aircraft plants produced over 19,000 fighter and transport planes here during World War II. Electrical generating stations, oil refineries and chemical works all were attracted by the water at Buffalo's door.

It is not surprising that many in Erie County viewed the demise of the railroad and aircraft and steel industries with concern. Those industries brought good jobs at good pay.

In the optimism of an earlier day, the damage done to the air and water was a small price to pay for the security that the industries offered, especially to the immigrants fleeing the wars and abject poverty of eastern and southern Europe.

Erie County today is quite different. Gone are the billowing clouds of dark smoke. In the shells of older plants you can often find scores of small companies, some weak, some strong. County Executive Dennis T. Gorski says, "A spirit of fresh entrepreneurialism has swept this rust belt community, and with it an appreciation by many that the old ways must change."

The view extends beyond the traditional conservationists. "We see our environment as very much related to our economy," says Barry Boyer, dean of the State University of New York Law School. "What we do to improve our environment will improve our economy for the next century."

Richard M. Tobe, Gorski's commissioner of environment and planning, believes strongly that we must "think globally and act locally," and has been in the forefront of efforts to draw the community away from the wasteful, destructive habits of old.

To be sure, it has not been easy. Although many factories died from obsolescence, foreign competition or inefficiency, the stress of losing jobs and hope led some to blame environmentalists. And, in some cases, those who would protect wild animals seemed to have little concern for the well-being of their human neighbors.

But out of the despair of the demise of an economy of "jobs-for-the-asking," has come the birth of new industries — service industries which aid in isolating and cleaning the pollution.

Erie County now hosts several such firms, like Ecology And Environment, Inc. (E&E), the world's

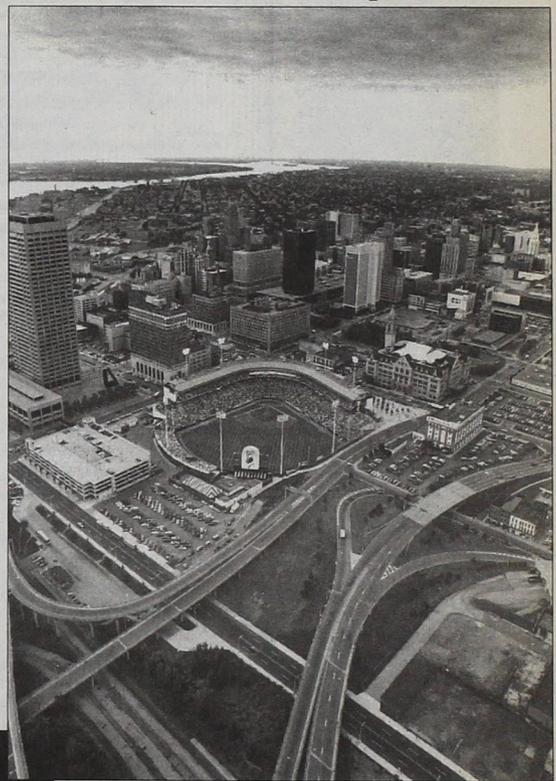
largest environmental consulting company. Founded to deal with local problems, such as Love Canal, E&E now offers advice to businesses and governments in 65 countries around the world.

On the medical front, past concern over increased cancer deaths pushed the establishment of Buffalo's Roswell Park Cancer Institute, now one of the leading research cancer centers in the nation.

Here again, the response to the immediate problems of local citizens has provided experience which has evolved and developed into knowledge and devices which are profitably marketed to other areas.

Nor has the area forgotten its roots in manufacturing. If necessity is the mother of invention, then needs are often met best by inventors who see need around them. The research facilities left by World War II, aided by a strong base of universities and hospitals, have been fertile ground for development of many new products.

The implantable heart pacemaker was developed here, as was the cardiac monitor and a portable oxygen generator. Now, environmental needs are generating products to



recycle gypsum, reclaim solvents, and coat furniture with water-based finishes.

County government response

The response of county government has been unusual. First, it relinquished its regulatory role to the state. Then, under the direction of Deputy Commissioner Michael Raab, the county's Division of Environmental Compliance began assisting area companies in identifying environmentally unsound practices and developing better processes and products.

In each of the past eight years, experts employed by the county have visited about 400 industrial and commercial firms. In many cases, the results have not only saved the companies state and federal fines, but saved operating expenses as well.

A good example is Scott Aviation. Scott is familiar to many as the manufacturer of the "Airpak" carried by firefighters entering burning buildings. Scott also supplies the emergency oxygen systems on

most commercial and military aircraft.

Scott's world-class machining center in Lancaster was threatened with a fine for discharging excess cutting oils into the sanitary sewer system. By working with Scott, Erie County technicians designed an oil recovery system. While not cheap to build, the system paid for itself in only 18 months by radically reducing the amount of cutting oil purchases, and by improving the cleanliness of metal shavings, resulting in better scrap prices.

In a 1993 survey of assisted companies, more than 50 percent of the respondents found they had saved direct cost by altering their procedures to methods and materials less harmful to the environment. In one plant, the simple act of asking users to sign for the solvents they drew reduced usage by more than half.

Beyond the direct savings, area firms have found substantial indirect cost avoidance. For many small firms, reduction in the amount of waste moves them from "small quantity generators" to the "exempt" category.

That distinction alone frees the firm from annoying paperwork and restrictive regulations, including the need to hire a consultant to prepare a formal waste reduction plan.

Firms eliminating toxic discharge to the sewers have eliminated the need for permit applications and fees. By not handling hazardous materials, several found their liabil-

ity and workers compensation insurance coverage easier to obtain and less expensive. Safe handling now reduces the chances real estate will be unmarketable in the future.

Erie County still has a long way to go. While many firms have located on "green field" sites, there remains the lingering fear of buying liability for someone else's bad practices in previously used industrial areas. Ultimately, reuse of those areas will probably require federal action to clean the sites and absolve future users from responsibility for the sins of the past.

To not clean and reuse industrial sites will promote the destruction of valuable farmlands and forest, and increase further our dependence on the automobile.

County Executive Gorski puts the situation in historic perspective when he says: "It has been difficult for a young nation such as ours to realize that, sooner or later, we must reuse and recycle our urban areas. Europe has known this for centuries. But what makes it harder for us has been the introduction of so many man-made contaminants which pollute the environment, and which raise the cost and liabilities of those who come after."

It is in remediating these contaminated areas — and in avoiding further contamination — that we define the challenge of the years ahead. It is a challenge we must accept and master for the generations who will follow."

(Keysa is the economic development coordinator for Erie County, N.Y.)

Water resource protection at the county level: The buck stops here

By Jon Witten
Horsley & Witten, Inc.

Despite the multitude of programs designed to protect water resources at the federal and state levels of government, it is local (county, city and town) governments that actually protect the resource. Land planning and regulation, arguably the most successful techniques of resource protection, occur almost exclusively at the local level.

While federal and state regulations may help guide local decisions, with few exceptions, the fate of the nation's water resources rests with local government.

Groundwater protection

An important first step toward protecting groundwater is the delineation of land areas that contribute water to the aquifer through runoff or recharge. Without this information, it is difficult to protect critical groundwater resources effectively. The water comes from both natural and artificial sources.

Natural sources include direct recharge from overlying lands, infiltration from streams and lakes, and runoff from higher watershed areas. Artificial sources include sewage discharges and road runoff, which may enter the natural contributing areas.

An important distinction needs to be made between aquifer and wellhead protection areas (WHPAs).

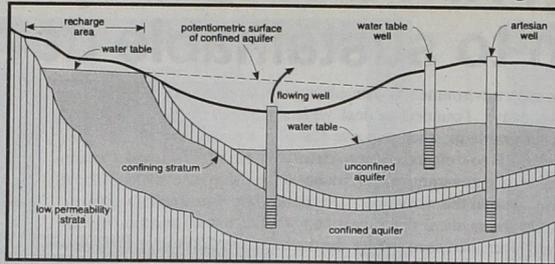


Figure 1

Schematic Cross Section Illustrating Unconfined and Confined Aquifers

Aquifer protection focuses on the entire resource (both existing and potential water supply development areas, see Figure 1). WHPAs are subsets of the aquifer where groundwater flows to a pumping well (see Figure 2).

Wellhead protection has traditionally focused on existing water supplies, and in some instances, has included future, planned well fields. By delineating WHPAs, portions of aquifer areas can be prioritized for protection.

Dutchess County, N.Y. has taken an interesting approach toward protecting groundwater resources. The county recently completed a watershed protection program that included the identification of major aquifer types, aquifer and wellhead protection areas, and the preparation of digitized maps for 160 public drinking supplies.

For 20 case study areas, the county

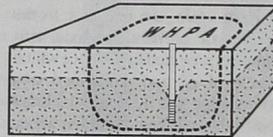


Figure 2

Wellhead Protection Area

conducted detailed land-use and build-out analyses to determine future development potential and associated water demands and water quality threats.

The results were compiled into a comprehensive document that is being used to adopt a range of regulation and non-regulatory protection techniques.

Coastal resource protection

When precipitation reaches the land it has three possible paths to ultimate discharge in the oceans

(see Figure 3). Water may move between these three pathways, and it may also return to the atmosphere, via evaporation or transpiration by vegetation.

The water movement process is driven by natural forces as well as being affected by human actions. Water moving in any of the pathways can affect coastal resources, both by its quantity and by its quality. Consequently, both surface and groundwater must be considered in coastal resource protection. According to EPA definition, a watershed is a "geographic area in which water, sediments and dissolved materials drain to a common outlet—a point on a larger stream, a lake, an underlying aquifer, an estuary or an ocean."

A watershed includes two components:

1) the surface drainage basin or the land area from which all surface water flows drain toward a surface water body at a lower elevation, i.e., water following Path 1 in Figure 3, and

2) the groundwater drainage basin or the land area and associated subsurface through which groundwater drains to a surface water body at a lower elevation, i.e., water following Paths 2 or 3 in Figure 3.

Queen Annes County, Md. has developed an exciting mix of regulatory and non-regulatory tools for watershed protection programs using transfer of development rights. To meet a specific objective of the county's zoning ordinance, landowners within designated watersheds are permitted to transfer development rights to land parcels that lie outside of sensitive watersheds.

In response to development pressures and habitat changes, scientists and local government policymakers agree that there are three general approaches to managing land-use activities to protect water resources at the county level of government:

• **Exclusion or outright prohibition of all land and water uses which could result in water resource quality or quantity decreases.**

For example, industries using hazardous materials could be banned in the coastal zone, boats without sewage holding tanks forbidden, and landfills prohibited from zones of contribution to public supply wells.

This approach is often challenged as inequitable to landowners, not scientifically justified, and rarely economically or practically feasible.

• **Inclusion or allowance of all land uses with monitoring, treatment and remediation.**

For example, a paper mill could discharge highly organic effluent to an estuary tributary, with monthly water quality sampling.

If the biological oxygen demand exceeded a selected standard, the mill could be required to stop discharge until water quality stabilized. Remedial fish stocking might occur. This approach has been proven to be cost-ineffective, and it does not meet the objectives of a preventative water resource protection and management plan.

• **Inclusion of certain land uses with specific performance standards.**

For example, marine density might be limited in productive estuaries and sewage pump-out facilities required. Certain land uses that are threats to groundwater could be precluded absent a detailed and defensible protection program.

Specific water quality standards can be established within the receiving waters and the cumulative impacts of development assessed as part of the permitting process.

This approach appears to be the most equitable and defensible, amounting to preventative action for preservation of resource quality and quantity.

Some final comments ...

Don't lose sight of your overall goal—the protection of the county's water resources. To be successful, you will need the cooperation of a broad range of individuals and organizations.

Be reasonable in your management approach. Don't propose more regulation than is necessary and be sure your management recommendations are supported by hard science.

While you don't want more regulation than is needed, don't shy away from all the regulation you need. Remember, it is far less expensive to protect your water resources today than it is to clean or replace it tomorrow.

(Jon Witten is the president of Horsley & Witten, Inc., an environmental services firm in Massachusetts and Washington, D.C.)

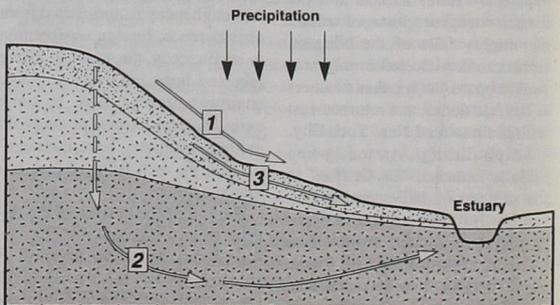


Figure 3

Paths of Water Flow

Community involvement, key to planning for sustainability

By Don Lesh
Global Tomorrow Coalition

Across the United States, state and local governments are beginning to chart their own way toward a more sustainable, productive, equitable and ecologically responsible future.

They have learned from experience that, too often, nothing happens from the top down, and are therefore moving forward on their own to create new structures for direct involvement in current choices for long-term sustainability.

Many counties throughout the country are also developing goals and indicators to measure their quality of life and assess progress toward sustainability. They range from Los Angeles County, Calif., to Greenville County, S.C., to Jacksonville-Duval and Sarasota counties in Florida.

Jacksonville-Duval County's program, for instance, has been underway since 1983 as a result of an alliance between the local Chamber of Commerce and a non-profit civic group called the Jacksonville Community Council. They have used 74 indicators to monitor trends on the quality of life in nine areas: economy, public safety, health, education, natural environment, transportation mobility, government and politics, social environment, and culture and recreation (see sidebar, page 14). For most of the indicators, the county has established numerical targets for the year 2000.

Several states also have begun to set targets and use numerical indicators to measure progress toward them. They include Minnesota's Milestones Program, which contains 20 general descriptive goals and 79 indicators with quantitative targets for the years 1995, 2000, 2010 and 2020, and Oregon's Benchmarks Program, based on 272 indicators relating to people, quality of life and the economy, with data for some indicators from 1970-92, and numerical targets for 1995, 2000 and 2010.

The Global Tomorrow Coalition (GTC) is now nearing the end of a

project in Virginia, with support from the Virginia Environmental Endowment, to assist in launching community processes for sustainable development, often at the county level, on the model of the Round Tables on Environment and Economy that have existed in Canada at national, provincial and municipal levels since roughly 1988.

Working in close cooperation with the Thomas Jefferson Planning District Commission in Charlottesville, GTC has helped to launch a Regional Sustainability Council of approximately 30 members drawn from the city of Charlottesville and five adjacent counties: Albemarle, Greene, Nelson, Louisa and Fluvanna.

The council is working through this spring to establish initial goals and indicators of progress for the region, which will then be presented in a public conference for wider comment and debate. The Regional Sustainability Council will continue to provide guidance through the decade to help implement the ambitious TJSPARE project (Thomas Jefferson Study to Preserve and Assess the Regional Environment).

Similarly, in collaboration with the Chesapeake Bay Foundation, GTC is working in the Northern



The Global Tomorrow Coalition (GTC) is now nearing the end of a

See INVOLVEMENT, page 14

Crow Wing builds sustainability into its comprehensive plan

George W. Orning and Jay Blake

Crow Wing County is a rapidly growing county located in north-central Minnesota, about 125 miles northwest of the Minneapolis/St. Paul metropolitan area. Its population has increased by almost 10,000 (or 27 percent) since 1970, and the county is currently home to 44,000 permanent residents. Due to its abundant natural resources, including 200 lakes, the county's population nearly doubles in the summertime.

Changing needs

Crow Wing County has experienced a great deal of change over the past 20 years when the last comprehensive plan was prepared. The economy has changed from a resource base of commercial forestry, mining and tourism, to a more diverse service-based economy of retail sales, education, medical services and regional government facilities.

Tourism and commercial forest activities remain strong industries. The population has aged and the county is becoming a popular retirement area.

Population, housing stock and assessed valuations for the county have changed significantly, resulting in unprecedented pressure for more development.

This growth has placed a strain on the traditionally serene and rural character of the county. And local estimates indicate that the county will continue to grow at an accelerated pace as baby boomers purchase vacation home property. Seasonal homes become converted to permanent residences, and employment moves away from urban centers.

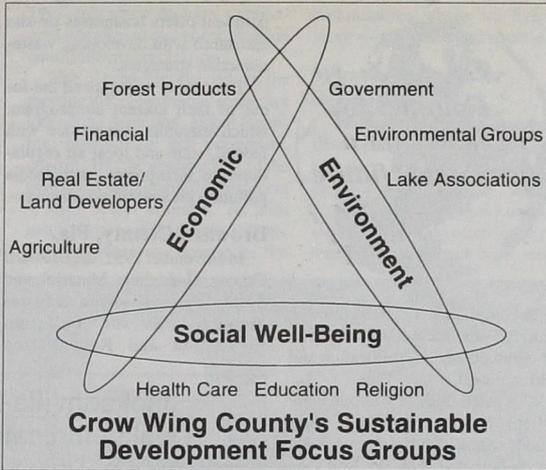
Sustainable development

The county realized that it needed to do something to preserve the quality of life in the area. It set about writing a new comprehensive plan for Crow Wing County based on the principles of sustainable development adopted from the Canadian province of Manitoba.

To write the plan, the county needed to evaluate activities in a wide range of areas including environmental protection, economic development, public health, safety and welfare.

Crow Wing County understood that the success of its plan would directly depend on the county's ability to establish a set of common goals. The county established the following three objectives for its planning process:

- 1) expand, diversify and improve income and job opportunities in Crow Wing County
- 2) sustain and enhance resource productivity, and improve environmental quality and aesthetics of the county, and



3) enhance the quality of life of each county resident and visitor.

Open lines of communication

For the plan to represent the diversity of county interests and viewpoints, the county appointed a committee to guide its writing, which consisted of volunteers from each commission district, a representative from the planning commission, and staff from the planning and zoning department.

The task force was committed to obtaining the active involvement of

residents in the planning process. It held three public hearings. Meetings were also held with the cities and townships where individuals were asked to speak about how they envisioned their community in 10 years.

The task force also facilitated discussions with different interest groups in the county, including the clergy, the education community, the lakes association, the agriculture industry, the commercial forestry industry and the medical community. These meetings not only helped in the development of the

county plan, but also helped gain the trust of the community in the planning process.

The guiding principles for community discussions were:

- think long-term
- provide equal opportunity for participation and an open forum for opinions, and
- try to balance competing interests.

All mapping and much data analysis for the comprehensive plan utilized geographic information systems, which contained information on resource characterization such as soils and cultural information, land use and dwelling information.

Results

After three years of writing and revising the plan, final recommendations and goals focused on the county's primary land-use and water activities, rather than traditional land-use categories.

Specific recommendations included the following:

- the need to continually update the plan and monitor public reaction to its policies and principles
- the development of a user-oriented zoning manual and additional zoning classes for agricultural, forestry and rural residential land uses
- cluster developments outside shore land areas

continued county support for economic development initiatives and improvements in the higher education system

- expansion of recreation facilities, and
- a complete inventory of the public land base to determine long-term management priorities.

The plan is currently in the final adoption stages and the county board is expected to take final action on it in the next month. The county believes that by setting clear priorities and actively involving residents and community interests in the planning process, the plan has set the foundation for a more sustainable future.

(George W. Orning is a consultant with MetaDynamics. Jay Blake, AICP, is the planning and zoning administrator for Crow Wing County, Minn.)



Sustainability: the premise, the challenge and the call

By Harvey Ruvin
Dade County (Fla.) clerk

(Former NACo President Harvey Ruvin chairs the Urban Consortium (UC), a coalition of the nation's 50 largest urban governments focusing on emerging technologies and their application to local government. These comments keynoted this year's UC Annual Conference, the theme of which was "Technology, a Tool to Achieve Sustainability.")



Harvey Ruvin

When Neil Armstrong took his "giant leap for mankind" in the mid-20th century, it gave us our first real-time, live view of our planet. It was a perspective from which there would be no return, with even greater long-term impact than the Copernican revolution of the 16th century.

For the first time, we gave witness to spaceship Earth as a tiny particle with its obvious vulnerability and a finite carrying capacity. Unseen from space was the insipid threat represented by humanity's lack of harmony and synergy with the seen planetary systems of clouds, oceans, greenery and soils.

Now as we approach the 21st century, that threat is taking on a new reality. A reality more and more dominated by urban life. At the start of the century only five percent of the global population

lived in urban settings. Now that number approaches 50 percent, with 80 percent occupying only two percent of the land surface of the globe.

As the economic engines and population magnets of the world, these urban centers have not only driven the extractive consumption of our wild areas, but they have been the prime source of the fossilization of our atmosphere and the pollution of our rivers and seas as well. It is here where poverty and lack of forethought and equity have concentrated 1.7 billion people without access to clean water and adequate sanitation.

Clearly this new reality ominously threatens the common future of all living things.

On the brighter side, this new

reality happens to coincide with the advent of some very positive developments. Technology now allows us to move more information and goods quicker than ever before. Technology is teaching us to do more with less, if only we would take the longer view.

We have learned how to produce more food and more goods with less waste. The technology and science of today has given us the potential to look deeper into and better understand natural systems and their synergies. We can foresee and forestall, if only we will. We have the power to reconcile human affairs with natural laws and actually thrive in the process.

A new paradigm of sustainability is coming, and none too soon. A new ethic that recognizes our inherent duty to the future and to those yet unborn.

An ethos that goes beyond physical security and hinges not only upon concern for moral equity between generations, but one that should logically be extended to equity within each generation. This new paradigm is not Pollyanna, in truth it actually reinforces our enlightened economic interest and survival imperatives.

The gauntlet has surely been laid down. The challenge is to redefine, reorient and reinvent our urban environments away from being the principal culprit and toward being part of a solution that is more just, more

secure and more prosperous in a real and ongoing sense.

The Urban Consortium with its urban laboratories and its linkages to national and international networks is perfectly positioned to be a catalyst in meeting this challenge.

We have already begun to build a portfolio of accomplishments which coherently showcase sustainability and promote the merging of economic and environmental decision making.

To name just a few:

The Energy Task Force has helped fund and conduct more than 200 applied research projects in such areas as energy-efficient buildings, alternatively fueled vehicles and reduction of greenhouse gas emissions.

The Environmental Task Force has been active in local government recycling; landfill management; and a host of other projects, including a very productive interaction with EPA's Office of Research and Development.

The Telecommunication and Information Task Force has been instrumental in aggregating demand for long-distance and public telephone services, and generally harnessing emerging information technology to better serve and empower the public as well as to conserve fiscal resources.

The recently launched Transpor-

A pound of cure takes only an ounce of prevention

By Naomi Friedman
research associate

Anticipating and preventing problems, any good planner will tell you, is the foundation to a successful program. It is also the cornerstone of sustainable development. In the area of waste management and pollution control, however, our country has typically chosen a "clean up after the fact" approach. In 1990, for example, the nation spent \$100 billion in federally mandated pollution control and cleanup programs, up from \$26 billion in 1972.

A change in attitude on waste management is beginning to sweep the nation. Some large companies are discovering that through front-end changes in manufacturing and other processes, real savings and increased environmental protection can be realized. 3M in Minnesota, for example, which established a Pollution Prevention Pays Program, reduced air emissions from operations in the state by 75 percent since 1989. Documented source-reduction activities have saved 14 U.S. chemical plants a total of \$21.8 million. Business is beginning to realize that preventing pollution is equivalent to achieving maximum operating efficiency.

Pollution prevention and local government

To date, most pollution prevention programming has occurred on the state level. The state of New Jersey, for example, requires priority industrial facilities to prepare pollution prevention plans and complete annual pollution prevention reports. Massachusetts has placed extensive toxic use reduction planning requirements on businesses.

A number of counties, through, have begun to implement pollution prevention programs. Their efforts offer insights into how pollution prevention can succeed at the local level.

San Diego County, Calif.

The San Diego County Pollution Prevention Program began in 1986, and is the cornerstone for many cooperative efforts between local environmental regulatory agencies, economic development organizations, community groups and trade associations.

Numerous workshops have been designed to provide environmental compliance updates for businesses, and to present the environmental and economic benefits of pollution prevention. Written information for both the public and private sector has been developed, the most recent being, "Bridging Economic Competitiveness With Environmental Quality: A Guidebook for Small Business."

Among other activities, Pollution Prevention Program staff provide on-site consultations for businesses to instruct them on how to use safer materials, improve purchasing decisions, and modify practices.

Thurston County, Wash.

Under the authority of the state of Washington and the Thurston County Moderate Risk Waste Plan, the Thurston County Health Department is responsible for ensuring that hazardous wastes generated by conditionally exempt small-quality generators is properly managed.

To further this goal, the County Health Board adopted the Non-Point Source Pollution Ordinance in 1992. Staff from the health department



seek compliance with the ordinance through the Pollution Prevention Program, using both education and enforcement.

Targeted industry groups are offered free, non-regulatory waste audits. Staff identify practices not in compliance with the Pollution Prevention Ordinance and opportunities to implement waste-reduction measures. Shortly after waste audits, industry-wide compliance visits are conducted. Formal enforcement measures are taken for violation of the ordinance observed during these visits.

Lincoln-Lancaster County, Neb.

The Lincoln-Lancaster County Health Department and the City of Lincoln's Public Works Department began to collaborate in the mid-1980s to address pollution problems associated with the disposal of special and hazardous wastes in the city landfill and wastewater treatment facility.

The Special Waste Program administers a regulatory pollution prevention and toxics-reduction program in conjunction with the Nebraska Department of Environmental Quality.

By ordinance, all businesses in the county need to fill out a special waste inventory. The health de-

partment offers businesses on-site assistance with developing waste-reduction strategies.

The county will expand the focus of their current air program, which monitors compliance with federal, state and local air regulations, to incorporate multi-media pollution prevention assistance.

Broward County, Fla.

In November 1992, the Broward County Hazardous Material and Solid Waste Division was reorganized as the Pollution Prevention and Remediation

Programs Division.

A new non-regulatory section, Pollution Prevention and Control, was created to provide technical assistance to local businesses and spearhead a county-wide pollution prevention effort.

Through this program, the county provides technical assistance on best-management practices to specific industries, educational programming, as well as designs economic incentives to encourage par-

See PREVENTION, page 16

Jacksonville-Duval County's Quality Indicators for Progress

Jacksonville-Duval County has identified quality-of-life indicators that reflect trends in nine areas. Each includes 7-8 indicators charted over the period for 1983 to 1992, identifies the most important indicator in the subgroup, and targets a goal for the year 2000. The following is a sampling of those:

Education

(includes K-12, higher and adult education)

- Public high school graduation rate
- Average achievement test percentile scores
- Public school expenditures per student

The Economy

(includes individual and community economic well-being)

- Net job growth
- Total/black unemployment gap
- Effective buying income per capita

Public Safety

(includes perception of personal safety, quality of law enforcement, incidence of crime and accidents, and fire and rescue services)

- People feeling safe walking alone at night
- Index crimes per 100,000 population
- People reporting being victims of crime

Natural Environment

(includes quality and quantity of water and air, as well as visual aesthetics)

- Days with air quality index in good range
- St. Johns River compliance with dissolved metals standards
- St. Johns River compliance with dissolved oxygen standards

Health

(includes fitness and health of residents, as well as local system of health care)

- Infant deaths per 1,000 live births
- Age-adjusted deaths per 100,000 population
- Deaths from heart disease per 100,000 population

Social Environment

(includes equality of opportunity, racial harmony, family life, human services, philanthropy and volunteerism)

- People believing racism is a local problem
- Substance-exposed newborns per 1,000 live births
- Substantiated child abuse/neglect reports per 1,000 children

Government/Politics

(includes participation in public affairs and leadership, and performance of local government)

- People who rate local government leadership good/excellent
- Percent of citizens age 18 or older registered to vote
- Percent of registered voters who vote

Culture/Recreation

(includes access to sports, visual arts, performing arts, public recreation and leisure activities)

- Local government support per capita for arts organizations
- Parks and recreation expenditures per capita
- Public park acreage per 1,000 population

Mobility

(includes convenience of travel within the county and between the county and other areas)

- People reporting commuting time of 25 minutes or less
- Weekday commercial flights in and out of Jacksonville International Airport
- Average weekly bus ridership per 1,000 population

For more information, or to order a Quality Indicators for Progress Replication Kit, contact Marian Chambers, Jacksonville Community Council, Inc., JEA Tower, 11th Floor, 21 West Church St., Jacksonville, FL 32202, 904/356-0800.

INVOLVEMENT from page 12

Neck and Middle Peninsula regions of Virginia — comprising the counties of Caroline, Essex, Middlesex, King George, Westmoreland, Richmond and Lancaster, lying along the Rappahannock River watershed — on expanding the existing Rappahannock Initiative Committee with a stronger focus on sustainable development.

An even more mature initiative is underway in Northampton County, on the outer banks and barrier islands of Virginia's Atlantic coast, through the extensive commitment and support of The Nature Conservancy.

The Northampton Economic Council, formed as a result of widespread community interest and involvement, is an ongoing body focused on issues of sustainability, including protection of biological diversity and ecological integrity, as well as affordable low-income housing for residents of Northampton County, and encouragement of new forms of sustainable business enterprise to provide more jobs and better salaries.

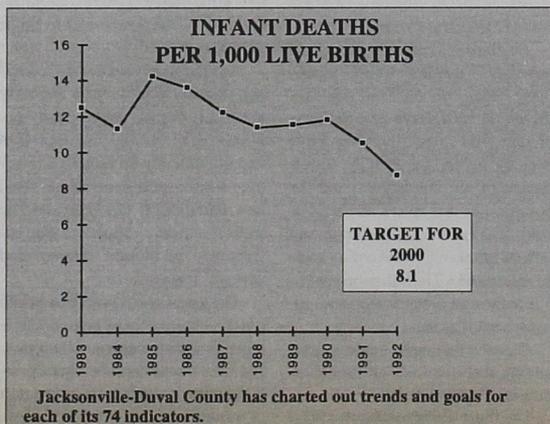
These few examples in one state

could be multiplied many times through the membership of NACO. Their unifying principle is the direct and continuing involvement of local residents in responsible decisions today, in all sectors, for a more sustainable, equitable, humane and productive tomorrow.

Already, the cumulative effect of these investments of individual and official time, energy and fore-

sight can be seen in the beginning of positive change in policies, institutions and quality of life in our cities and counties. Over time, they can and will influence the future course of our entire nation.

(Don Lesh is president of the Global Tomorrow Coalition, a national non-profit alliance of organizations, institutions and corporations committed to a sustainable future.)



Acting locally IS thinking globally

By David T. Buzzelli
The Dow Chemical Company

The concept of "sustainable development" was first discussed nearly a decade ago in the recommendations of the World Commission on Environment and Development. But it was the congregation of world leaders at the Earth Summit in Rio de Janeiro, Brazil, in

1992, that made the term a permanent addition to our vocabulary on environmental protection.

The issues highlighted at the meeting in Rio were large-scale ones like ozone depletion, global warming, biodiversity and population control. But the applicability of the concept of sustainable development is much closer to home. As with many environmental innovations, the best place to begin is in the

communities where we live and work — our cities and counties.

What is sustainable development?

In its simplest terms, sustainable development means recognizing the two-way link between a healthy environment and a healthy economy. You can't have one without the other. Too often in the past, these two goals have been seen as

mutually exclusive, an "us-vs.-them" attitude which assumed that the ultimate in environmental protection meant no industry, no development, even no people.

The time has come for us to take a broader view. The Earth's resources can and must be used wisely for the benefit of the whole planet and its residents, current and future. And virtually all human activities — plant siting, transportation, zoning and land use, housing, even recreation — have an impact on the environment. That's where business leaders and local government officials have a key role to play.

Sustainable development goes national — and local

Last June, President Clinton formed the President's Council on Sustainable Development, on which I have the honor to serve as co-chair with Jonathan Lash, president of the World Resources Institute.

The President's Council was established to make recommendations on a national sustainable development action strategy, including a Presidential Award, and a public awareness and participation campaign. Its members include leaders from environmental and conservation groups, business and industry, labor unions, and government.

At our third meeting in Seattle earlier this year, we sought input from a broad range of citizens, business leaders and government officials at both the state and local level.

One of the most exciting aspects has been to see the energy and innovation that communities around the nation are bringing to bear on protecting the environment and fostering economic development.

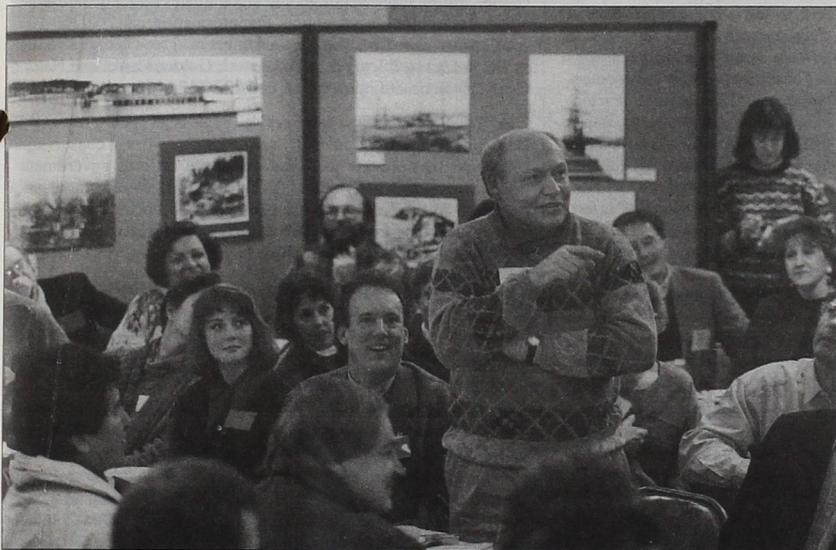
Policy-makers at other levels, by the way, are following the Administration's lead. My home state set up the Michigan Roundtable for Sustainable Development. The state of Minnesota has an aggressive sustainable development initiative underway.

Texas and New York are considering this idea as a way to institutionalize the linkage concept implicit in sustainable development: that linkages must exist between environment and economy, short-term and long-term, rural and urban, local and federal. I don't mean to suggest that this balancing act is simple or easy; it isn't. But it is vital to our environment, our economy, our constituents and our communities.

"What did you do at the office today?"

County officials can — and must — incorporate sustainable development into the local decision-making process. Whether it's setting up a drop-off recycling system with a local bottler, encouraging civic groups or schools to conduct litter cleanups in county parks, or making adjustments in water treatment

See ACTING LOCALLY, page 16



David Buzzelli, vice president of environment, health, safety and public affairs for the Dow Chemical Company, and co-chair of the President's Council on Sustainable Development, speaks to the Willapa Alliance in Pacific County, Wash. With representatives from local businesses, environmental groups and government, the alliance was formed to foster environmental and economic health in the area.

Eco-efficiency, becoming a standard for corporate America

By George Barnes
Xerox Corporation

Sustainable development is not just a platitude invented for the Earth Summit. It is rapidly becoming a standard that scientific realities and social demands will require of all economic activity.

In the 1980s, America's leading companies realized that pollution prevention was, over the long run, less costly than cleanup. Since that time, this concept has evolved significantly. Today, those companies are realizing that "doing the right thing" environmentally is not only good for the earth, it's good for business and the bottom line.

Recognizing the nature of their resources and better anticipating the escalating demands they will face — from customers, competitors, governments, and the communities in which they do business — businesses are shortcutting their learning curves and planning their futures with the environment in mind.

Eco-efficiency calls for nothing less than the maximum possible efficiency in the use and stewardship of the Earth's resources. That means that a company's goals must include waste-free products, waste-free factories, minimal use of virgin materials and no pollution. Just as in the case of quality, any goal less

than "zero defects" is inadequate to ensure continuous improvement.

The call to prevent pollution, not just clean it up, is now standard among environmentally enlightened companies. So is the effort to reduce, reuse and recycle materials. These concepts have an obvious appeal in an era in which a "green" reputation is much desired. Those companies that have seriously implemented such policies know an even better reason: it pays.

Eco-efficiency is often a fast route to improved productivity and it can be measured on the bottom line of a company or a nation.

The reason is quite clear. Controlling pollution costs money. Preventing pollution can save money. Pollution is a sign of inefficiency, not just environmental insensitivity.

Eliminating wastes in the first place yields a more efficient process and avoids the add-on costs of pollution-control equipment, emission fines, landfill fees and Superfund liabilities. Similarly, every pound of waste reflects raw materials paid for but not sold as products.

At Xerox we reclaim 1.6 million pounds of photoreceptor material and 35 million pounds of metal, plastic and other material every year. The recycling rate at our 20 largest facilities is over 60 percent.

Under our "Waste-Free Facto-

ries" initiative, we are focusing on the reduction of waste generated, material recycling, reduction in energy consumption and the use of recycled raw materials.

The possibilities already demonstrated are numerous: replacing hazardous solvents with more advanced (and less polluting) cleaning processes; reusable shipping containers; more efficient furnaces, motors and lights; redesigning processes to minimize the creation of hazardous byproducts; use of renewable or recycled resources.

Nationally, two percent of the GNP is spent on controlling pollution costs that are rising faster than either national health care or legal expenses.

But eco-efficiency has implications beyond the manufacturing plant itself. After all, products can be a source of pollution too, and all too many end up as waste themselves once their useful life is over. The principle that a company's responsibility for what it makes does not end with the sale of the product is already well established in safety legislation.

Some European countries are taking the concept a step further environmentally, and holding companies responsible for the reuse, recycling or ultimate disposal of everything they make. That may well be the future. A report from the Con-

gressional Office of Technology Assessment concludes that the ability of U.S. companies to compete in European and Japanese markets will depend on designing products in a way that protects the environment.

Taking the product back again profitably means incorporating environmental considerations in its design from the beginning. It may mean optimizing the design for disassembly or recycling, using more sturdy components that can be reused or remanufactured, and using only environmentally compatible materials.

It means minimizing costs over the life cycle of the products, not just unit costs in manufacturing — which means changing corporate accounting systems and many other aspects of corporate and consumer culture. It means educating customers and suppliers and helping to develop recycling systems nationally and internationally.

The companies that are pioneering this trend report that the most difficult problem they face is getting their own people to believe that design for environment will save money. Yet they report that careful calculations and actual experience often show enormous long-term savings — enough to provide a powerful, independent justification of the design-for-environment approach.

Some major companies, including Xerox, are now designing next-generation products that will contribute little or nothing to landfills at the end of their life. Nearly every component will be reused or recycled. Sustainable development is likely to require this approach, perhaps sooner than later. But if eco-efficiency is profitable now and confers a competitive advantage, why wait to begin?

The twin forces of rising social expectations and markets that reward greater efficiency and productivity will combine to make eco-efficiency common practice among industrial companies. That is good for business, good for people everywhere, and good for the planet — which might be another definition of sustainable development.

(Barnes is the manager of environmental strategy for Xerox Corporation.)



ACTING LOCALLY from page 15

plants to cut emissions to local waterways, sustainable development can be a great example of "think globally, act locally."

County officials can be pivotal in developing the framework for decision making that suits the needs and resources of their particular jurisdiction. It's critical in this effort not to wait for "the word" to come down from the state capitol or the EPA; part of the agenda on the president's council is to be mindful of the ways in which individuals, communities and companies are taking the lead, and then empower and encourage others to seek their own creative and innovative solutions.

Success factors for sustainable development

The real goal is to go beyond the fragmented, adversarial, "either/or" approach of the past to make sustainable development work for your county. Local business leaders, community activists, citizens and

officials can work together for the common good:

- **Set priorities that are realistic, and stick to them.** Part of the interplay between environmental and economic objectives is the reality of limited resources. We must all make sure that our investment of time and money buys us real environmental benefits.

- **Develop partnerships which will achieve more than any one party acting alone.** The process must be cooperative, involving all the community's stakeholders, if it is to be successful in the long-term. Identify good corporate and organizational citizens in your county, and ask them to get involved.

- **Look for ways to prevent and protect before the fact, rather than impose penalties once the environmental damage is done.** Here too industry can be a partner. At Dow, we have put increasing emphasis on pollution prevention through an employee recognition

program called Waste Reduction Always Pays. And it does — we posted a 53 percent return-on-investment from pollution prevention in 1992.

- **Strive for positive action, even if only on a small scale** — and provide positive reinforcement for efforts to contribute to the ultimate goal. The key is to motivate the behavior we want, not to find someone to blame.

This country has made tremendous strides over the last 20 years in environmental protection — and in how our communities, governments and businesses address environmental concerns. Sustainable development is the latest evolutionary step in that process, and we can all contribute to keep the momentum going.

(David T. Buzzelli is vice president, environment, health & safety, and public affairs, with The Dow Chemical Company, and co-chair of the President's Council on Sustainable Development.)

BOTTOM-UP from page 10

sary. Traditional top-down regulations do provide a backbone. They make it easier for state and local officials to resist demands by large employers that environmental standards be weakened. National regulations also prevent localities from dumping pollution onto their neighbors.

Non-regulatory tools are the key to bottom-up civic environmentalism. These voluntary tools do not rely solely on national standards; they can be customized to fit local conditions. For example, one community might invest in a university-based research and assistance center to help small metalworking firms, while another community would rely on a non-profit organization to weatherize homes or on a statewide Extension Service to provide specialized information to farmers or small businesses.

Civic environmentalism involves a more collaborative politics than traditional regulation. Initially, there may have to be a "holy war" to change attitudes and to demonstrate that the public insists on environmental quality. But thereafter, the flexible bottom-up approach relies on partnerships and shared understandings.

Usually, the leaders of civic environmentalism are "sparkplugs" who are respected community leaders, inside or outside government, who have a strong personal commitment to seeing that their community enjoys both prosperity and a clean environment. These individuals work tirelessly to bring together technical staff from all sides — different agencies, industry, universities, consulting firms, environmental groups and citizens.

The experts become a "shadow community" which shares broad goals and specific understandings about how to solve problems. And often a state or local official is the champion, encouraging the sparkplug and the shadow community, and protecting them from

divisive assaults.

Inflexible "top-down" rules can impair creative bottom-up collaboration. And the fragmented character of top-down environmental policy makes it more difficult to forge local collaboration.

However, the federal government has an important role in civic environmentalism. Federal agencies can provide technical assistance — like the land use specialist from Rocky Mountain National Park. Small federal research and planning grants can help fuel local initiatives, as they did in Iowa's early efforts to reduce pollution by farm chemicals.

The EPA and other federal agencies have been experimenting with ways to help civic environmental-

ism for several years. Examples include EPA's radon, clean lakes and estuary programs, and the Interior Department's recent efforts to allow local councils of citizens, ranchers and environmentalists work out new approaches to grazing. As these experiments begin to pay off, the next step is to move them from the edges of environmental policy into the heart by recognizing that the federal government has a role of supporting local civic initiatives, as well as laying down the law for polluters.

(DeWitt John is the author of *Civic Environmentalism: Alternatives to Regulation in States and Communities*, CQ Press, 1994, and director of the Center for Competitive, Sustainable Economies.)

PREVENTION from page 14

participation in pollution prevention efforts. Because of concern about water quality, the program initially targeted the marina industry.

The county is currently working with its 20 electroplating businesses to reduce polluting emissions.

Broward County has found its pollution prevention program a far more effective way to obtain compliance with environmental regulations than issuing violations. The county has also collaborated on pollution prevention programming with neighboring Dade County, which has an excellent program.

Jefferson County, Colo.

Jefferson County was faced with a very immediate problem of needing to reduce dust being produced by vehicles traveling on gravel roads in the metropolitan area.

Due to environmental concerns related to the use of oil-based materials to control dust, the county sought another cost-effective method. It spread old asphalt millings from a roto mill operation on the roads. This also served to

provide an effective and inexpensive end-use for the millings which had been hauled considerable distances for recycling.

Conclusion

To determine appropriate pollution prevention activities, counties should evaluate the type of businesses in their areas and the most significant sources of pollution, county regulatory responsibilities, existing opportunities to interface with the private sector, staff resources, state resources and activities, and in-house management practices.

NACo will be providing counties information and technical assistance on local pollution prevention programming under a grant from EPA's Office of Research and Development. For more information and to share your county's experience, please contact Naomi Friedman at NACo at 202/942-4262. The Office of Research and Development has produced numerous technical guides on pollution prevention. Please contact NACo for a full list of these guides.

Sustainable Development Resources

- ▲ **NACo's Environmental Programs Division** is currently conducting projects focused on: radon reduction and indoor air quality, raising county governments' awareness of the benefits of pollution prevention and disseminating information on model pollution prevention activities, and providing technical assistance to counties on solid waste management issues. NACo President Barbara Todd has also established a Sustainable Development Task Force to gather and disseminate information on sustainable development activities, issues and opportunities. For more information, contact Jerry McNeil, director, Environmental Programs, NACo, 440 First St., N.W., Washington, DC 20001, 202/942-4237.

- ▲ **The U.S. Environmental Protection Agency's Pollution Prevention Information Clearinghouse** disseminates a variety of resource materials on pollution prevention. For information, call 202/260-1023 or 202/260-1758. EPA also has a number of "green" programs, such as Green Lights, Energy Star Computers, Golden Carrot and Natural Gas Star. For more information, call 202/775-6650.

- ▲ **The Soil Conservation Service (SCS)** is an agency of the U.S. Department of Agriculture with a nationwide network of conservation specialists that provide technical assistance to local governments, organizations and individuals. Local SCS offices offer assistance related to soil surveys, land-use planning, flood plain management, storm water management, wetlands and farmland protection. For more information, contact the SCS office in your area.

- ▲ **Global Tomorrow Coalition (GTC)**, a membership organization, facilitates consensus-building roundtables at the local level. GTC has published numerous books and guides on sustainable development. For more information, contact the Global Tomorrow Coalition, 1325 G St., Washington, DC 20005-3104, 202/628-4016.

- ▲ **Concern, Inc.'s** mission is to broaden public participation in the protection of the environment by promoting environmental literacy and action. Concern is currently developing a new program to help communities achieve environmental and economic health and social equity through comprehensive, inclusive, long-term planning. For more information, contact Susan Boyd, Concern Inc., 1794 Columbia Road, N.W., Washington DC 20009, 202/328-8160.

- ▲ **The Community Sustainability Resource Institute (CSRI)** is a non-profit organization that promotes cooperative, interdisciplinary initiatives to advance the concept of community sustainability through publication dissemination, conferences and outreach programs. For more information, contact Suzanna McKenzie Euston, CSRI, P.O. Box 11343, Takoma Park, MD 20913, 301/588-7227.

- ▲ **Published by Renew America, "The Environmental Success Index"** highlights model community environmental programs throughout the United States. To order, contact Renew America, 1400 16th St., N.W., Suite 710, Washington, DC 20036, 202/232-2252.

- ▲ **"Building Sustainable Communities: An Environmental Guide for Local Government"** is a series of handbooks published by the **Global Cities Project** that specifically addresses sustainable development from the local government perspective. To order, contact the Global Cities Project, 2962 Fillmore St., San Francisco, CA 94123, 415/775-0791.

THE CALL from page 13

tation Focus Group will initially begin its work by focusing on the application of Intelligent Vehicle Highway Systems for local government.

While the work of the UC to date has been impressive, it is only a beginning. As we start another year, we must continually and aggressively look closely at all we do against the prism of sustainability.

Although sustainability is only one of three priorities of our parent, Public Technology Inc, toward what ends do connectivity and so-called "wise decision making serve, if the future is foreclosed of options?

Each member community and each individual task force or focus group member must seek new ways to improve the utility of both our human and natural resources; new ways to put technology to work for our people and for the planet.

We not only need to intensify the

search for ways to accomplish these goals, but we must also seek to better mentor those solutions to other communities here and around the world. We must continue to amplify our success by ever broadening their applications until that day dawns when humankind in fact reaches its destiny as a beneficial and sustaining monitor and custodian of our precious Earth.



FLORIDA HOUSE from page 5

ground. Preliminary construction estimates placed the project cost at a little over \$177,000. More than two-thirds of that amount would be covered by donations of in-kind services (\$123,100).

The future

The traditional model of the Florida House, opening April 23, is the first of two homes the foun-

dation plans to build. The second has been characterized as a "Beam me up, Scotty" structure—a high-tech cousin of the traditional home.

This one is larger—2,300 square feet—and features a three-story screen geodesic dome of 1,800 square feet, which will contain trees, gardening beds, deck area and a water feature. The living area will surround the dome.

Meanwhile, the traditional model will be staffed by a core of citizen volunteers, or "master conservationists," trained by the Extension Service in resource conservation. They will be on hand at the formally titled "Florida House Resource Conservation Learning Center" to answer questions and assist patrons in their self-guided tours.

To sweeten the market for this

type of home, a local bank has agreed to offer a special financing package—an 85 percent mortgage loan for 20 years to builders or home buyers whose home meets environmentally friendly criteria now being developed by The Florida House Foundation.

"We'll probably be using a point system, giving more points to those items we believe are really critical

to conserving water and energy," Holsinger explained.

What's it like to walk up to the Florida House?

"You get a really good feeling. The landscape is environmentally conscientious, but attractive. 'Gosh, it looks neat,' you think," Holsinger replied.

This is not going to be a hard sell at all," he added.

SPECIFICATIONS from page 5

by 25 percent. Shower heads which deliver 1.5 to 2.0 gallons per minute. Bathroom faucets which deliver 0.75 to 1.5 gallons per minute. Kitchen faucets which deliver 2.0 to 2.5 gallons per minute. Front-loading clothes washing machines that use one-third less water than the top-loading type for the same amount of clothes.

Gray-water recycling

An easy, but not widely used way of improving water efficiency and quality is with a gray-water system. The proposed system will deliver the soapy wash water from the bathroom sinks, showers and the clothes washer machine, through an underground, shallow drain field filter system to selected plantings.

Rainwater cistern

Each home will use this simple technique for reducing storm water run-off by collecting rain water from the roofs and storing it for future use as irrigation water and for washing the car.

The traditional model's metal roof is ideal for water collection. The "galvalume" metal surface does not collect as much dirt or support mildew and molds as do other rougher roof surfaces.

The two 2,500 gallon cisterns are located above ground at each end of the house and have finished walls. They are constructed with masonry and concrete and are lined with waterproof membrane.

A passive "roof washer" diverts the first 100 gallons of water flow before the rest of the flow goes to the cistern instead of a high-maintenance filter system. Stored water is treated with an "ozonator" device.

Irrigation

The Florida House Learning Center employs the following principles of water-efficient landscape design.

- 1) Porous paving materials such as pavers on a sand bed, porous concrete crushed shell, pine needles, and wood chips are needed so that rainfall can soak directly into the ground.
- 2) Plants are grouped together that have similar water requirements.
- 3) Emphasis is on native drought-tolerant plants which are attractive but require little water.
- 4) Organic compost is incorpo-

rated into the sandy soil to increase its water-holding capacity.

6) Recycled mulches such as bark chips and pine needles with weed-control fabric underneath reduce evaporation and watering needs, reduce weeds, hold the water and soil, as well as improve the landscape appearance.

7) Trees, shrubs and ground covers are watered using micro-irrigation systems which deliver water in small amounts over time directly to the root zone.

Resource Efficiency and Conservation

The Florida House is built almost entirely out of manufactured wood products, recycled materials or locally available products.

Landscaping timbers and decking material are made from recycled plastic and wood fiber.

The aluminum window, floor tile and plumbing fixtures are fabricated in Florida within 100 miles of the site.

Healthy Material and Techniques

All interior materials, coatings, adhesives, furnishings and equipment used in the center are CFC- and formaldehyde-free.

Cedar wood is used for the wall sill plate instead of highly toxic pressure treated wood. Pressure-treated wood is used only for exterior porch posts which were sealed and wrapped with trim boards.

The "soil poison treatment" for termite protection was totally omitted. Instead, a metal termite shield was placed under the sill plate, and the sill was treated with a borate solution.

For radon protection, the floor slab was cast over two layers of 10 mil polyethylene vapor barrier with staggered and sealed laps. The slab was cured by a coating of natural sodium silicate to minimize cracking.

Floor treatments consist of floor tile and wood with sisal and natural fiber area rugs instead of synthetic wall-to-wall carpeting and padding. Pine wood ceilings without a finish coating are over the major rooms.

All paints and coatings are low-odor, non-reactive, and use a water base copolymer.

The interior wall surface was washed down with an anti-microbial solution before painting.

The HVAC system is equipped with a dehumidifying heat pipe coil to increase the moisture removal capability, an in-line ozone generator with a manual switch and rheostat, and a passive electrostatic, type "A" dense media, cleanable filter.

The duct system is arranged with a return air duct from each bedroom and all major spaces, but not from the bathrooms. The ducts are fabricated from galvanized metal with the insulation on the outside.

Water is filtered is by a whole-house system installed in the cold water supply line. The first filter uses a high-purity alloy blend of two dissimilar metals, cooper and zinc, to remove chlorine and heavy

metals. The second filter is a granulated, activated carbon type to remove contaminants, pesticides and industrial chemicals.

The house electrical system is grounded by four-gauge bonding wire running from the main panel to two, eight-foot copper ground rods that are six feet apart and 10 feet from the building, and a four-gauge bonding wire between the neutral wire and the plumbing system.

Any 220-volt electrical wires are located away from the sleeping areas. Shunt switches are installed in each sleeping area to terminate the electric flow in the surrounding wires while sleeping. Wiring prac-

tices that create current loops are avoided, and three-way switches and dimmers are minimized.

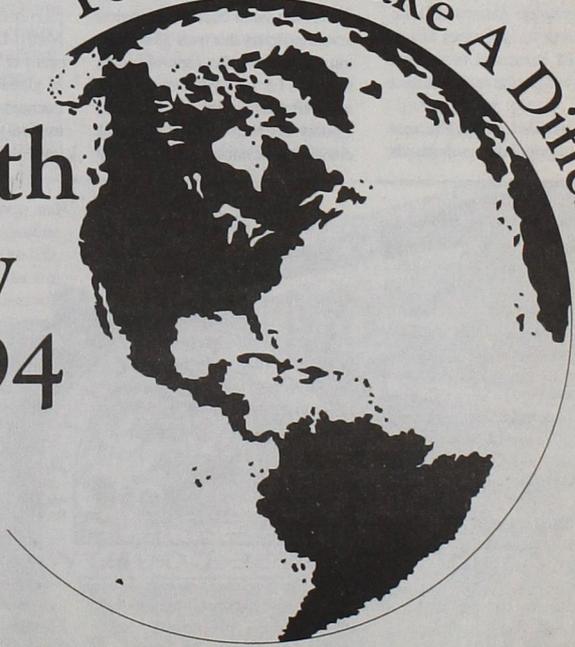
Integrated Pest Management is a system of least-toxic pest control methods. Inside the homes, sanitation, the use of bait stations, and new insect growth regulators are suggested. Outside, use of regular inspections for early warning of "key pests" on "key plants," followed by spot treatments using horticultural oils, insecticidal soaps and biological formulations, such as bacillus thuringiensis (BT), are employed when required.

For house cleaning, laundry and bathing only biodegradable, non-toxic cleaning supplies are used.

Celebrate Earth Day April 22

You Can Make A Difference

Earth Day 1994



Enterprising County

Prepared by Public Technology, Inc.
for the National Association of Counties

April 18, 1994

As local governments around the world strive to protect the earth's fragile ecological balance, many agree that development and conservation must become closer allies, that sustainability is a concept whose time has finally come. But how does one define sustainability? These definitions probe that elusive term.

"Sustainable development is meeting the needs of the present without compromising the ability of future generations to meet their own needs."

from *Our Common Future*, report of the United Nations World Commission on Environment and Development

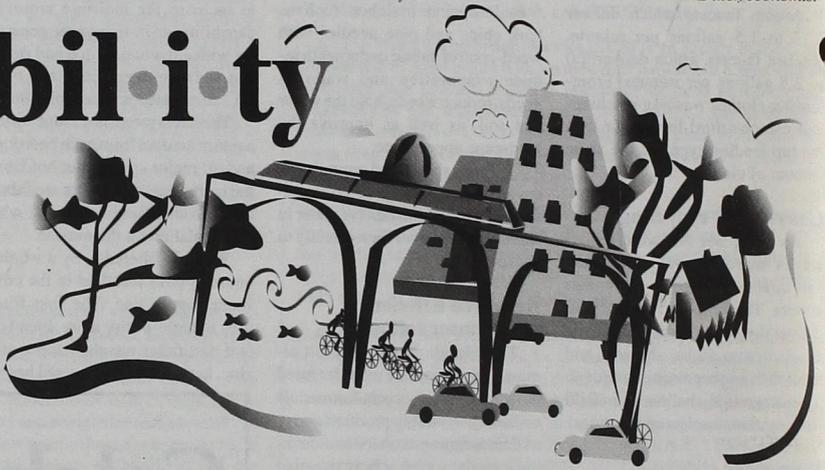
"Sustainability is not something to be defined, it is something to be declared. It is an ethical guiding principle."

H.J.M. deVries,
Dutch economist

sus·tain·a·bil·i·ty

"Sustainability is the [emerging] doctrine that economic growth and development must take place, and be maintained over time, within the limits set by ecology in the broadest sense—by the interrelations of human beings and their works, the biosphere and the physical and chemical laws that govern it... It follows that environmental protection and economic development are complementary rather than antagonistic processes."

William D. Ruckelshaus,
"Toward a Sustainable World,"
Scientific American, September 1989



Thinking globally, acting locally: Metro-Dade's plan

by Doug Yoder
Metro-Dade County, Fla.

Many scientists believe that increasing atmospheric concentrations of carbon dioxide (CO₂) and other greenhouse gases will raise average earth temperatures at unprecedented rates, and to unprecedented levels, by the end of the next century.

Metro-Dade County, Fla., recognizes that global change demands

local action. To stem the tide of global warming, the County has adopted a far-reaching plan to reduce local CO₂ emissions by 20% of 1988 levels by the year 2005.

What's at Stake

Analysis of baseline emission levels indicates that over 23 million tons of carbon dioxide—approximately 11.5 tons per person—are emitted yearly in Metro-Dade County. As a low-lying, subtropical coastal community, the County

stands to suffer from a continuation of present emission trends. When Hurricane Andrew struck Metro-Dade in 1992, it caused over \$20 billion in property damage, even though it hit the County's least intensely developed section. The experience underscores Metro-Dade's susceptibility to many of the probable consequences of global warming. These consequences include not only increased tropical storm activity, but also sea-level elevation, flooding, and beach

elimination (leading, in turn, to displacement of residents and loss of tourism); saltwater intrusion into the freshwater drinking supply; destruction of urban infrastructure and natural ecosystems; and higher energy demands due to increased cooling needs.

Integrated Solutions

Metro-Dade's plan, the product of a two-year CO₂ reduction study sponsored by the International Council for Local Environmental Initiatives (ICLEI) and conducted with 11 other North American and European cities, identifies four major sources of emission reduction: transportation, urban design and landscaping, electricity generation, and solid waste management. The plan recommends 35 CO₂ reduction actions.

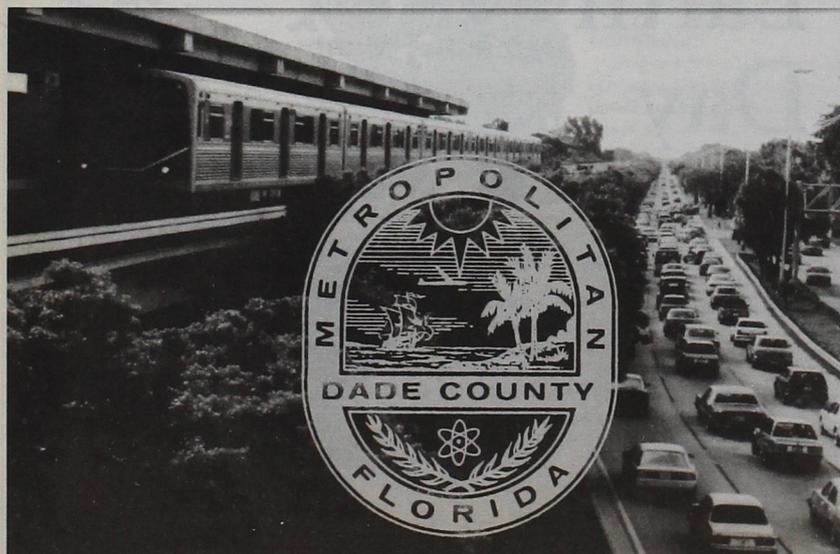
Inefficient transportation accounted for 45 percent of Metro-Dade's total CO₂ emissions in 1988; emissions reductions in the transportation sector will, therefore, comprise 77 percent of the County's total 2005 reduction goal. Increased national fuel efficiency standards for cars and trucks, from today's 27.5 miles per gallon (mpg) to 45 mpg by 2005, represent the County's greatest opportunity for emissions reduction. Metro-Dade estimates that federal implementation of higher mileage standards,

with no further local road, mass transit, or land use improvements, could reduce area CO₂ emissions by 7.8 million tons, and do so rapidly and cost-effectively.

The County nonetheless recognizes that local transportation improvements are critical to its long-term environmental health. Although South Florida has a heavy-rail public transit system, its use is limited by a long local tradition of driving, urban design based upon the automobile, and lack of finances to complete the rail and bus system in the near term. Less than 3 percent of Metro-Dade's population currently ride public transit. By promoting transit use, group travel, telecommuting, and other ecologically sound transportation options through County programs or employer incentives and subsidies, the County hopes to change that. Metro-Dade will also encourage cycling by making local roads and facilities more bicycle-friendly: the County's CO₂ reduction plan even calls for adoption of a shower facility ordinance for professional office buildings, so that cycling attracts more early-morning commuters.

Compact growth that checks urban sprawl and directs new development to city centers and corridors, and mixed-use urban designs that

(continued next page)



Hennepin County joins Twin Cities to reduce CO₂

by Larry Blackstad
Hennepin County

Hennepin County, Minn., has joined an effort spearheaded by the Cities of Minneapolis and Saint Paul—two of 12 urban centers internationally to participate in an International Council for Local Environmental Initiatives (ICLEI) CO₂ Reduction Project—to tackle the specter of global warming.

By 2005, the jurisdictions plan to reduce local carbon dioxide (CO₂) emissions to levels 20 percent below those recorded for 1988, or 38 percent below those projected for 2005. By turning the emissions clock back, they hope to curb rising atmospheric concentrations of the

main greenhouse gas responsible for global warming.

In 1988, CO₂ emissions in Minneapolis and Saint Paul totaled over 14 million metric tons (MMT). The Twin Cities project that figure will rise to over 18 MMT—an increase of 29 percent—by 2005.

Getting the Word Out through City-County Partnership

With funding from PTT's Urban Consortium Energy Task Force, Hennepin County will help Minneapolis and Saint Paul develop a handbook that urban centers across the country can use to plot similar CO₂ reduction strategies and chart a more sustainable future.

Hennepin County, Minneapolis, and Saint Paul will achieve their reduction goal through a Municipal Action Strategy for CO₂ Reduction that identifies a broad range of emissions sources and targets six especially fertile areas for change: government buildings, fleets, and operations; transportation; urban reforestation; energy efficiency; energy supply; and recycling.

Putting the Public House in Order

The partnership will set a sustainable example for area businesses and neighboring governments. Like Minneapolis and Saint Paul, Hennepin County aspires to reduce emissions associated with government facilities, fleets, and operations. The Cities are reducing energy consumption through retrofit programs, participation in EPA's Green Lights initiative, alternatively fueled and energy-efficient "green" fleets, and trip reduction incentives for commuting employees.

Diversifying the Transportation Sector

In Hennepin County, as in other major metropolitan areas, transportation accounts for a significant percentage of total CO₂ emissions. To reduce local vehicle miles traveled and slash transportation-related CO₂ emissions, Hennepin and its partner cities will increase public transit ridership and auto occupancy rates, integrate CO₂ reduction goals in transportation planning, encourage the use of alternative fuels, and develop an aggressive commuter bicycle strategy.

Renewing Urban Forests

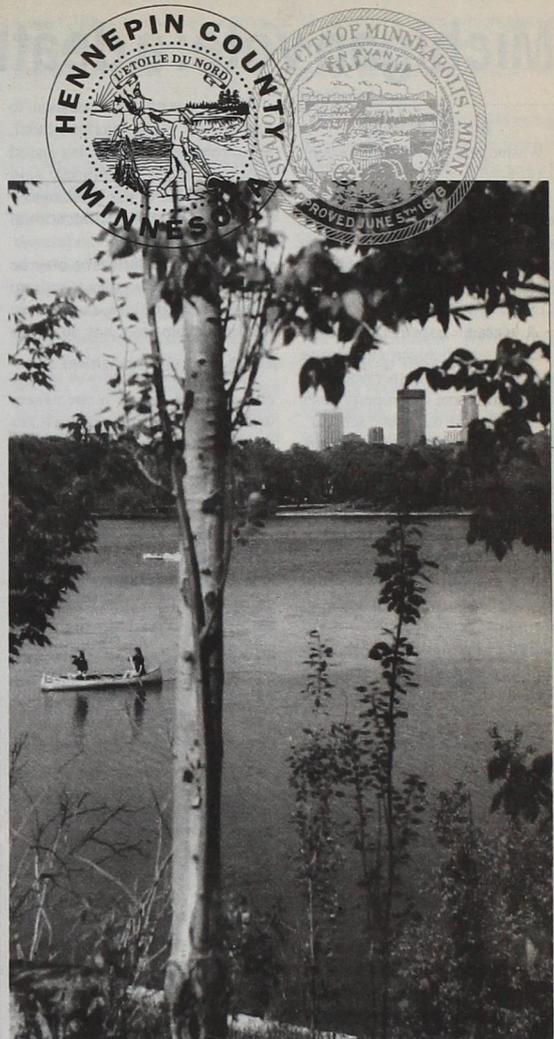
Strategically planted trees offset CO₂ emissions from other sources by converting CO₂ into oxygen; they also reduce heating and cooling energy demands by shading light and blocking wind. The CO₂ reduction plan recognizes the importance of the urban forest and will promote its preservation, planting, and maintenance.

Promoting Energy Efficiency

Electricity and gas are leading sources of CO₂ emissions. The metropolitan plan promotes energy-efficient financing programs and building standards to cut those emissions in the residential, commercial and institutional, and industrial sectors.

Improving the Energy Supply

Electric utilities use demand-side management (DSM) programs to encourage reduced energy demand when it offers the companies a



"A new paradigm of sustainability is coming, and none too soon. An ethos that... hinges not only upon concern for moral equity between generations, but also logically extends to equity within each generation. This new paradigm... reinforces our enlightened economic interest and survival imperatives."

Harvey Ruvin,
Clerk of Courts and Commission,
Metro-Dade County, Fla.

to reduce emissions

complement public transit and minimize automobile dependency, will also help Metro-Dade achieve its CO₂ reduction goal.

Like transportation, electricity generation and use accounted for 45 percent of Metro-Dade's total CO₂ emissions in 1988. To reduce energy-related emissions by 2005, the County will upgrade the energy efficiency of its fleets and buildings and encourage home builders and owners to embrace energy-saving residential measures and practices, including participation in the local utility's demand-side management programs. Moreover, the County will revise its landscape ordinance to require strategic tree planting, street trees, and parking lot trees. Such trees can shade housing and cool entire neighborhoods, reducing energy demands and accompanying CO₂ emissions.

Finally, Metro-Dade will expand its successful solid-waste recycling program to recycle between 30 to 50 percent of its total waste stream by 2005. The County will

also tackle its landfills, capturing and using landfill gases such as methane—a potent greenhouse gas with a warming potential approximately 21 times that of CO₂—rather than venting them to the air.

Models for Change

Metro-Dade has already translated its plans into actions. The County is collaborating with Habitat for Humanity to construct a 200-unit model ecological community in the South Dade area. The community will incorporate most of the urban design, landscaping, and energy-efficiency features recommended in the County's CO₂ reduction plan and will show both residents and developers how such features can create a sustainable, attractive community.

With support from PTT's Urban Consortium Energy Task Force (UCETF), Metro-Dade has published a report documenting its work and inspiring other local actions to reduce the global risk of climate change.

more cost-effective alternative to increased energy output. Thus, Hennepin County and its partners have identified DSM as the most economical and efficient method of expanding the existing energy supply. Through creative public-private partnerships, local governments can also encourage renewable and low-carbon energy production and support research on

cogeneration, wind, and biomass energy supply systems.

Expanding Recycling

Hennepin County, Minneapolis, and Saint Paul plan to recycle a higher percentage of their solid waste streams and expand the range of materials they recycle. To sustain these efforts, they will also develop markets for recycled materials.

Asbestos Management, Methane Recovery, Sustainable Buildings

Over the past year, through closer ties with the U.S. Environmental Protection Agency (EPA), PTT's Urban Consortium Environmental Task Force has developed documents that adapt EPA research to local concerns and guide local governments toward sustainable development.

Managing Asbestos-Containing Material: A Manual for Local Governments describes asbestos management options and details each facet of a successful asbestos operations and maintenance program.

In cooperation with the U.S. Green Building Council, EPA and PTT have produced the **Local Government Sustainable Buildings Guidebook: Environmentally Responsible Building Design and Management**. The guide gives a pre-design-to-demolition overview of sustainable construction and renovation strategies for municipal buildings and identifies existing sustainable urban plans, projects, references, and resources.

Landfill Methane Gas Recovery and Utilization: A Handbook for Local Governments shows how to transform methane gas, a polluting byproduct of landfill waste decomposition, into a potential energy- and revenue-generating asset. The handbook explores the feasibility and economics of several options for landfill methane gas capture and utilization.

A white paper on pollution prevention will be published in May. For more information, contact Annette Osso at 1-800/852-4934.

Enterprising County is a bi-monthly feature of County News. PTT is the research and development technology subsidiary of NACO, National League of Cities and the International City/County Management Association. Call Taly Walsh or Shaden Tageldin, PTT, at 202/626-2400 for more information.

PTT's President is Dr. Costis Toregas.



Michigan vote: a death knell for school property taxes?

By Neal R. Peirce
Washington Post Writers Group

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

A rush to negative judgment washed over Michigan's legislature and governor last summer when they moved to repeal all property taxes used to finance the public schools.

No one disagreed that property taxes are a highly visible, controversial levy—and when only one in four voters has a child in school, it's a weak reed for public education to depend on.

But separating schools from property taxes, without naming an alternative, scared people—especially the educational establishment.

"They're playing Russian Roulette with our children—this is heading right to the dissolution of public education," said the vice president of Michigan's state teachers union.

"Brinkmanship," said many. A national school financing expert likened the state to a diver who leaps from a high board without being sure there's water in the pool below.

But after Michigan citizens on March 15 agreed—by an overwhelming 70 percent vote—to increase their sales tax from four to six percent and use all the money to pay for the schools, Michigan was quickly hailed for the most constructive school financing innovation in memory.

"It's a constructive decision to unglue our rigid, dysfunctional, anachronistic property tax-based school finance structure," said Michael Usdan of the Washington-based Institute for Educational Leadership.

One moral of the story may be that when a state's politics ends up in legislative gridlock, then a little brinkmanship may not be a bad thing.

Michigan's situation was serious enough. Tax-weary homeowners were voting down property tax hikes for schools in one community after another. Rural Kalkaska school district closed its doors 10 weeks before the end of the 1993-94 school year, and some 40 other districts faced early bankruptcy.

With the legislature unable to agree on any kind of relief plan, Democratic State Senator Debbie Stabenow proposed—and Republican Governor John Engler subsequently signed—a bill to choke off, by July 1994, the entire \$6.5 billion yearly flow of property taxes to the public schools.

"We did not create a crisis, we created a deadline for solving the crisis," Stabenow claimed.

The legislature and Engler then went to work on an alternative. The measure they sent to the voters ended the state's 100-year-old reliance on property taxes for schools by a two percent sales tax hike, coupled with tripling cigarette taxes to 75 cents a pack. The new revenues will let Michigan give each school district a minimum of \$4,200 per student, to rise to \$5,000 within three years. The gap between rich and poor districts, a

critical issue across the country, is sure to narrow rapidly.

Wisconsin is already moving on a parallel track to declare the property tax off-limits for school finance. And other states may follow. Twenty-eight states are being sued to even out gross disparities in school funding. Ten are under court order to give poor districts a fairer shake. Everywhere, unequal property tax bases are the villain.

"If we're reinventing government, maybe we need these kinds of shock treatments to produce movement," says Usdan. "A sales tax to finance schools is not a panacea. But it broadens the support base and underscores our collective responsibility for educating the young in a time when a shrinking percentage of people have kids in school."

Michigan offers another moral: Don't give the voters a choice

between school taxes and no school taxes. Make them choose between reasonable alternatives.

Before March 15, Michigan voters had repeatedly turned down broad school finance reform measures, including two sales tax measures.

But on March 15 they knew if they voted down sales tax for schools, an alternative, legislatively approved plan to use income taxes to finance the schools would go into effect. Arguably they picked incorrectly: An income tax would be less regressive and fairer than a sales tax, which often hits the poor hard. But at least the voters couldn't, for once, avoid the issue.

And there is a chance that sales tax will eventually be made much less regressive by extending it to the fast-growing service sector of the economy—legal, accounting,

commercial real estate, computer servicing, even advertising.

Meanwhile, Michigan's blow to school property taxes means the rich and politically influential will no longer be able, through exclusive "public" systems, to create the equivalent of posh private schools for their children. State governments may allow a little tax leeway for wealthy areas to enrich their schools, so that they don't withdraw their kids and put them in private schools. But the worst disparities should start to fade.

Finally, local school systems can now shake the fiscal albatross that's been around their necks for years—having to fight all the time to increase a highly unpopular local tax. Now they should be free to focus on their real job: creating a quality educational system for all our children.

(c) 1994, Washington Post Writers Group

Notices ... notices ... notices

CONFERENCES

□ The EPA is sponsoring a workshop for local government officials on managing coastal and wetlands resources in the following cities: Atlantic Beach, N.C. (May 11-12); Norwalk, Conn. (May 25-26); and Boston, Mass. (June 28-29).

The sessions are designed to encourage comprehensive planning that involves public and private interests to achieve a balance between quality development and resource protection.

For more information, contact: Ellen Barros, c/o U.S. EPA

Coastal Management Workshop, P.O. Box 7, Barnstable, MA 02630, fax: 508/362-5335.

□ "Creating Partnership Opportunities With Reinvented Governments" is theme of the National Council for Public-Private Partnerships' 8th National Conference, June 12-14 in Washington, D.C.

The meeting will bring together business leaders and public officials to share their expertise on the practical use of public-private partnerships for providing public services and developing,

financing and implementing public works and community facilities.

For more information, contact: National Council for Public-Private Partnerships, 1101 17th St., N.W., Suite 607, Washington, DC 20036-4704, phone: 202/467-6800.

□ The Municipal Treasurers' Association (MTA) of the United States and Canada will host its 29th Annual Conference, "Driving for Success," in Dearborn,

Continued on page 22

Come to the desert to find answers to your county's most difficult questions!

Unfunded mandates? Environmental regulations? Criminal justice problems? Health care reform? Welfare reform? Housing? Transportation? Solid waste management? Job training?

Your thirst for answers to these questions and others can be satisfied at the National Association of Counties' (NACo) 59th Annual Conference on July 31 - August 4 in Clark County (Las Vegas), Nevada.

The conference provides five busy days of workshops, activities and presentations on critical county issues. It offers an excellent opportunity to meet and share ideas with other county officials and learn about innovative programs. Additionally, the conference's educational exhibits offer the chance to meet hundreds of representatives from businesses that provide products and services to counties across the country.

Of course, you'll have the evenings to enjoy the nightlife of Las Vegas. And if you bring your family along there's plenty for them to enjoy all day.

So, join thousands of fellow county officials in Clark County this summer and take home answers to your questions and ideas that will help you make your county a better place to live and work.

NACo '94 Clark County, Nev.
July 31 - August 4

Call today for a registration form
or exhibitor information: 202/942-4299

NACo National Association of Counties
Counties Care for America



News from the nation's counties

North

NEW JERSEY

• In an effort to increase public awareness about the role of county government, **MIDDLESEX COUNTY** recently released new curriculum materials about county government for high school students and teachers.

"Middlesex County Government: *Serving People*" is a comprehensive resource kit and workbook that contains information on county government and the services it provides. The kit was developed by a special committee of college and high school educators and county staff.

"County government makes a difference in people's everyday lives," said Freeholder Jane Z. Brady. "These materials make an enlightening, comprehensive and useful resource. The state is already looking at our materials to use in a pilot project."

"Our goal is to have kits in all 25 high schools in the county as well as libraries and other municipal sites," Brady continued. "We're hoping to duplicate the kit using grant money. And future plans include producing a video."

PENNSYLVANIA

• **UNION COUNTY** Commissioner Ruth W. Zimmerman and **NORTHUMBERLAND COUNTY** Commissioner Samuel Dietrick recently testified before the House Government Operations Committee's Subcommittee on the Environment, Energy and Natural Resources.

Zimmerman, who chairs the Union County Board of Legislators, testified about the need for EPA to develop minimum federal standards and criteria for siting new hazardous waste treatment, storage and disposal facilities. Union County has been opposing the siting

of a large commercial hazardous waste incinerator directly across the road from the largest federal correctional complex in the nation. A county-funded study of state siting criteria found that siting criteria varied greatly from state to state and that no minimum standards had ever been established by EPA.

Commissioner Dietrick expressed concern that the proposed incinerator site was also adjacent to the Northumberland County line and would be the recipient of emissions and wastewater from the facility, yet his county has had no official role in the review and permitting process.

South

FLORIDA

• The **BROWARD COUNTY** Parks and Recreation Division's Freshwater Marsh Restoration Project was recently selected to receive the National Association of County Parks and Recreation Officials' 1993 Areas and Facilities Award.

The award, one of two in this category, was based on the restoration of a 23-acre Everglades marsh — the first created in the county's parks system. The \$1.5 million wetland mitigation project was funded by Broward's Office of Integrated Solid Waste Manag-

ement to compensate for damage to wetlands created by the construction of a nearby garbage incinerator.

The project included the construction of three acres of hammock islands and an 11-acre freshwater marsh, planting 10,000 upland plants and trees and 200,000 aquatic plants, and building 1,000 feet of boardwalk with viewing platforms and an educational pavilion.

• The **METRO-DADE COUNTY** Police Department recently introduced its Tourist-Oriented Police (T.O.P.) Program at the police airport station now under construction at Miami International Airport (MIA).

The program was spearheaded by Commissioner Pedro Reboredo, chair of the Aviation Committee, in direct response to recent attacks on tourists and the negative international publicity they have generated. Officers participating in the program are specially trained to handle crimes against tourists.

T.O.P. officers will be assigned to MIA and the area east of the airport where many car rental agencies, hotels, restaurants and other businesses that support the tourism industry are located.

In addition to the T.O.P. Program, the Metro-Dade Public Works Department has launched a tourist sign program, designed to safely guide tourists of all

nationalities to the beach areas and other attractions along major expressway routes.

MARYLAND

• The **PRINCE GEORGE'S COUNTY** Department of Environmental Resources (DER) has developed a watershed management model that was recognized by Public Technology, Inc. (PTI) for its ability to significantly aid in identifying flood management and water quality problems. The project, which uses state-of-the-art geographic information systems, received PTI's 1993 Special Mention Award for Flood Management and Water Quality Studies.

DER's Watershed Protection Branch expects the model to reduce staff time from years to months, enable the county to update studies more efficiently, and identify the county's most significant flooding and water quality problems.

Volunteer Program which aims to help the county's senior residents get the exercise and social activity they need.

The program takes advantage of volunteers from the community who agree to walk with seniors either outside or in a mall on a regular basis. Volunteer Coordinator Donna Larson reports that the physical and mental health of participating seniors often improves, and volunteers enjoy the interaction with older residents of the county.

Other volunteer services available through the department include an independent living skills mentor program, telephone reassurance, and translation services. For more information, contact the Winnebago County Department of Social Services at 414/236-4651.

West

WASHINGTON

The Washington State Association of Counties is launching a new mentoring program that will pair new members of the association with those who have more years in office. The purpose of the program is to provide newer members the benefit of the experience and knowledge of seasoned county officials.

The pairing of members is based on political party affiliation, county size and home rule status. In addition, mentors and new members may not be from adjoining counties, but should be from the same side of the state.

Midwest

WISCONSIN

• Volunteer June Kreigel has provided more than 100 hours of service to the **WINNEBAGO COUNTY** Department of Social Services over the past year, helping an elderly blind man stay fit by accompanying him on long walks. She is one of many who participate in the department's Walk-A-Visit

More news from ...

HAWAII — In an effort to educate school children about recycling, **MAUI COUNTY** and the Maui Recycling Group (MRG) recently cosponsored a series of performances by internationally known magician Timothy Wenk at more than 20 Maui County schools.

Wenk, who has performed at the White House and has won awards for his inventions used in magic tricks and illusions, gave 45 performances of "The Magic of Recycling," a program designed to teach students in grades K-4 about recycling. The presentations are effective, says Wenk, "because children don't merely hear about recycling, they actually see recycling magically taking place onstage."

Wenk's performances were part of the Maui County School and Community Recycling Program, an ongoing educational program launched in 1992 that has established recycling programs at all of the county's elementary schools. His 35-minute presentation combines entertainment with an



A group of Maui County school children enjoy a performance of "The Magic of Recycling."

environmental message and reinforces the recycling and environmental lessons already a part of the school curriculum.

"Educating this generation of

students is vital to our long-term success in creating solutions to our solid waste resource management problems," says Maui County Recycling Coordinator Hana Steel.

"The Magic of Recycling' is a fun way of pursuing that goal."

For more information, call Irene Cordell of the Maui Recycling Group at 808/875-4266.

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

Notices ... from page 20

Mich., Aug. 14-17.

Sessions will focus on debt, cash and pension management issues, as well as a variety of investment matters.

For registration information, call MTA at 202/833-1017.

□ The 32nd Annual Solid Waste Exposition, sponsored by the Solid Waste Association of North America (SWANA), will be held in San Antonio, Texas, Aug. 1-4.

Training courses and technical sessions on subjects such as transfer station design and operation and management of special wastes will be offered, as well as nearby facility tours and an equipment show.

For more information, call SWANA at 301/585-2898.

□ Disasters, emergencies and crises occur in every part of the world, often involving massive

loss of life and many injuries as well as destruction of property, disruption of normal routines of a community, and a tremendous strain on local government services.

To address the particular concerns of local governments, the 1st International Congress on Confronting Disaster in Local Authorities will be held on Oct. 16-19 in Tel Aviv, Israel. It is being organized by the Union of Local Authorities in Israel, their national organization of local governments, and is sponsored by the International Union of Local Authorities.

For a conference brochure, contact Bob Fogel at NACo at 202/942-4217.

PUBLICATIONS

□ According to a new report from the National Governors' Association (NGA), states are respon-

sible for clarifying a variety of issues related to local emergency planning committees, including funding and organization.

The report, "Emergency Planning and Community Right-to-Know Act: A Status of State Actions," describes the agreements between state emergency response commissions and local emergency planning committees, and the different approaches used to improve coordination with local planning committees.

For price and ordering information, contact: National Governors' Association, 444 North Capitol St., N.W., Washington, DC 20001-1572, phone: 202/624-5300.

□ "National Service and Public Safety: Partnerships for Safer Communities," published by the National Crime Prevention Council, outlines how major

national service initiatives operate, how public safety fits into the national service agenda, and dozens of ways that AmeriCorps participants and youth in Learn and Serve America programs can make their communities safer.

The report is available free of charge through the Bureau of Justice Assistance Clearinghouse by calling 800/688-4252.

□ The City of Philadelphia has released a two-part study examining alternative strategies for management of public housing. The report describes how public housing money can be reallocated to support such management and summarizes alternative management initiatives in practice nationwide.

"Alternative Management Resource Summary and Opportunities Summary" is available for \$8 from the Philadelphia Office of Housing and Community Development, 1234 Market St., 4th Floor, Philadelphia, PA

19107, phone: 215/686-9723.

AWARDS

□ The Federal Highway Administration (FHWA) has begun accepting entries for the 1994 "Excellence in Highway Design" competition. The award honors excellence in the design of highways and highway-related facilities and other projects that contribute to a more pleasant highway environment.

Entry forms may be obtained from FHWA division offices in each state capital and should be returned by July 1. Contact Tom Russell at 202/366-4628 for further information.

CORRECTION

□ In the March 21 edition of "Notices," the phone number for the Reason Foundation, which is sponsoring a conference on reinventing government, May 9-10 in Chicago, Ill., was inadvertently left out. The foundation's phone number is 310/391-2245.

Job market

ASSISTANT TO THE COUNTY MANAGER — ARLINGTON COUNTY, VA.: Arlington County, Virginia, a fully developed urban community of 183,400 in the Washington DC metro area, is seeking an innovative, experienced public administrator to provide executive level staff support in the Office of the County Manager. Under the direction of the Deputy County Manager, the Assistant to the County Manager performs a variety of functions to analyze, resolve, and/or make recommendations concerning major issues affecting County operations, structure, processes or management techniques. It is expected that this employee will work as an integral member of Arlington County Government Management Team, supporting the County Manager's initiative to build a high performance organization through the implementation of the Arlington County Principles of Government: high quality service, commitment to employees, diversity, empowerment, teamwork, and leadership. **Qualification Requirements:** Bilingual ability in Spanish/English, conversational, and preferably written, is desired. Bachelor's degree in public administration or in a related area or equivalent and at least three years of senior level public administration experience that included significant accomplishments in the following areas: management/program analysis; direct line supervision over multiple functions or functions requiring interagency collaboration;

organizational analysis/development/fiscal management and control; liaison work with high-level and/or elected officials and government organizations. Evening and Saturday work is required. **Salary:** \$51,330-\$72,404, negotiable, dependent upon qualifications and experience. Interested candidates must obtain a complete position profile package which contains essential job and application information before applying, please contact Arlington County Personnel Department at (703) 358-3498. Applicants may request reasonable accommodation throughout the selection process. Requests should be directed to the Arlington Selective Placement Program Manager by calling (703) 358-3445 or for TTY Users (703) 358-3446.

COUNTY ADMINISTRATOR — ISABELLA COUNTY, MICH.: Serve as Chief Administrative Officer under directives/policies of Co Bd of Commissioners. Coordinate personnel mgmt, budget, grant funding, purchasing, research: Master's Deg in Public Admin or Bus Admin or equivalent required, with 4-6 yrs. progressively responsible experience in government administration. Salary commensurate with experience. Send resume by 5/6/94 to Isabella County, c/o Administration, 200 N. Main, Mt. Pleasant, MI 48858.

COUNTY ENGINEER — GRANT COUNTY, N.M.: County of Grant, N.M. is accepting resumes

for the position of County Engineer. Responsibilities include engineering design and support for infrastructure projects, subdivision review and code compliance. Requires a B.S. degree in Civil Engineering and N.M. registration as a Professional Engineer within six months. Send resume and salary requirements to Directors of Public Works, P.O. Box 1183, Silver City, N.M. 88062.

DIRECTOR OF ENVIRONMENTAL SERVICES, PUBLIC WORKS ADMINISTRATION — SPARTANBURG COUNTY, S.C.: Starting salary \$41,902 - Under limited supervision, oversees and directs activities of the Department of Environmental Services. Directs and coordinates the activities of solid waste collection and disposal and the County recycling program in accordance with local, state and federal laws. Responsible for managing the County's Stormwater Management Program. Has thorough knowledge of solid waste collection and disposal and related rules, regulations, standards and requirements. Bachelor's degree in Civil Engineering or related engineering field with 6 to 9 years of experience in stormwater management, drainage plan review, engineering or related field. Must be a Registered Professional Engineer with the State of South Carolina. Must be a Certified Landfill Administrator. Applications accepted thru April 29, 1994. Apply at Spartanburg County Personnel, 366 N. Church St., P.O. Box 5666, Spartanburg, S.C. 29304.

INTERNAL AUDIT DIRECTOR — GUILFORD COUNTY, N.C.: Annual Salary - \$41,688 - \$62,112. Closing Date: April 29, 1994. Responsible for developing, planning and supervising a comprehensive and diversified internal audit program. Requires four-year degree in accounting with four years of experience in auditing (prefer Local Government) and experience in supervisory management. Requires Guilford County Application. Resume not accepted in lieu of completed application. Apply at: Guilford County Human Resources Dept., 301 W. Market Street, Greensboro, N.C. Telephone: (910) 373-3324. EEO/AA.

PUBLIC HEALTH DIRECTOR — GUILFORD COUNTY (GREENSBORO), N.C.: Public Health Department is seeking a medical director to provide leadership and guidance to a staff of over 400 employees in the delivery of agency services which protect and promote public health. Will be accountable for the development of a \$21 million operating budget, strategic planning, resolution of conflicts and complaints, and the staffing and personnel of the agency. Employee is appointed by and reports to the Public Health Board and serves at their pleasure. Requirements: Graduation from an accredited school of medicine, completion of internship in an approved hospital, and five years experience in a professional medical capacity including three years of administrative management experience in a health program; or graduation from an accredited school of

medicine, completion of internship in an approved hospital, a Master's Degree in public health and three years of experience in a professional medical capacity including two years of administrative management experience in a health program; or an equivalent combination of training and experience. Must be eligible for licensure to practice medicine in N.C. Prefer applicants with specialization in Family Practice, Preventive Medicine, or other similar fields and a Master's Degree in Public Health Administration. Must be able to pass a drug screening test. Salary is negotiable. Requires a Guilford County Application. Closing date for application is June 30. Apply to: Guilford County Human Resources Dept., P.O. Box 3427, Greensboro, NC 27402. (910) 373-3324. Ref.#30-00001. EO-AAE/MFH.

Job Market - Classified Rate Schedule

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



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EXECUTIVE DIRECTOR

Pursuing Executive Director for 4-County Job Training Program in North Central Illinois. Salary \$40,000+ based on experience and qualifications. Bachelor's Degree required, with a Master's Degree preferred in B.A., P.A. or related field. Five years management experience required, strong background in employment and training beneficial. Application review tentatively scheduled to begin May 9, 1994. Please send resume to Executive Director Search, P.O. Box 2, Princeton, IL 61356. EOE.

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