

County News

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Stimulus package dumped; but some new money likely

By Lela Harris
legislative assistant

The president's \$16.2 billion stimulus package (H.R. 1335) was killed in the Senate April 21, after a fourth attempt to shut off debate failed. Democrats and Republicans were unable to reach a compromise and instead stripped the bill of all major stimulus provisions. They passed only \$4 billion for extension of unemployment insurance benefits.

Earlier, the president had scaled down the package to \$12.9 billion. Senate Majority Leader George Mitchell (D-Maine) introduced the proposal. In addition to the \$4 billion in unemployment funds, it would have included \$2.9 billion for highway jobs and \$6 billion in



Urban counties would have received \$401 million in Community Development Block Grant (CDBG) money.

other job programs that would have been offset by spending cuts elsewhere. Republicans insisted that all spending outside of the unemployment benefits be paid for by cuts elsewhere in the budget, and would not accept the compromise.

The House, which passed the stimulus package intact, passed the Senate version of the bill without a formal conference on April 22. House Speaker Thomas Foley (D-Wash.) noted that the budget reconciliation bill, which contains the president's long-term plan, will not be subject to the same treatment that the stimulus package received. Senate debate on a reconciliation bill is limited to 20 hours.

Urban counties would have received \$401 million in Community

Development Block Grant (CDBG) money. Other counties would have benefited from the \$800 million in non-entitlement CDBG funds. A sizeable amount of the \$4.2 billion in transportation funding, and the \$1 billion in summer youth jobs funds would have gone to counties. Counties would also have been eligible to receive money from the \$845 million requested for the state revolving loan fund for wastewater treatment programs.

Another supplemental appropriations bill will be offered this week. Republicans have indicated their support for increased spending on highways, summer youth jobs and children's immunizations. The final compromise was not clear when *County News* went to press.

Gladys McCoy dies

By Donald Murray
associate legislative director

Gladys McCoy, the elected county executive of Multnomah County, Ore., died Easter Sunday of anaplastic thyroid carcinoma, a rare and aggressive form of thyroid cancer. She was 64.

A past president of the Association of Oregon Counties, McCoy was chair of NACo's Justice and Public Safety Steering Committee and for the last three years was a member of the NACo Board of Directors. Earlier she had served as vice chair of NACo's Youth Employment Subcommittee.

"Gladys was an inspirational leader who worked tirelessly for children and for the poor," said Larry Naake, NACo's executive director. "She had a major role in shaping NACo's policies, promoting front-end investment and collaboration with school boards. She will be sorely missed."

McCoy's career in elective public office began in 1970 when she was elected to two four-year terms on the Portland, Ore. school board.

In 1978 she became the first black to be elected to the Multnomah County Board. In 1986 she was elected chair of the Multnomah board. She was re-elected in 1990.

One of McCoy's proudest achieve-



ments was the establishment of a model program at the Columbia Villa housing project to co-locate a wide range of human services at the housing complex in 1989. The program, which has received national acclaim, has led to a sharp reduction of gang-related crime and to increased job referrals and educational opportunities.

More than 1,000 people attended McCoy's funeral, including Oregon Governor Barbara Roberts. NACo Second Vice President Randy Franke and Deputy Executive Director Ed Ferguson represented the association.

She is survived by her husband, William; sons, William, Paul and Peter; daughters, Krista, Mary, Cecilia and Martha; and 12 grandchildren.

INSIDE

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Clinton sends budget to Congress

By Ralph Tabor
legislative director

President Clinton's FY94 budget, sent to Congress on April 8, calls for approximately \$140 billion in new spending over the next five years for infrastructure; education and training; health care; Head Start; the Women, Infants and Children food program; and private sector incentives.

The budget will guide the House and Senate appropriations committees over the next few months as they draft the 13 individual funding bills for FY94. The committees also must comply with the provisions of a congressional budget resolution, approved earlier this month, that calls for \$65 billion in further spending cuts over the next five years than recommended by President Clinton. The president leaves it up to the appropriations committees on where to make these cuts.

Office of Management and Budget Director Leon Panetta said that he will work closely with the appro-

riators to resolve budget problems. "Obviously, what we have to do is define our sets of investments that we care about. We're going to have to basically offset those within the different appropriations bills in order to ensure that our investments are funded."

The president's budget did not contain details or draft legislation for his tax proposals. The Administration hopes to submit draft legislation within the next few weeks. The House Ways and Means Committee wants to start marking up tax legislation soon after Congress returns from the Easter recess.

The congressional budget resolution sets a deadline of May 14 for Ways and Means to report its revenue bill. The same date applies to the authorizing committees who have budget instructions to cut back spending. All of these tax authorization changes will be incorporated into a budget reconciliation bill to be considered on the House floor in June or July. The Senate has until June 18 to complete its revenue and authorization changes.



Commissioner Kay Beard, Wayne County, Mich., chair, NACo Employment Steering Committee, and President Bill Clinton discuss his job training and summer youth employment proposals after an informal breakfast meeting with local government officials, April 14. Also pictured (l) Commissioner Daniel Kildee, Genesee County, Mich. Later the same day, Clinton addressed delegates attending a conference on the summer youth program. See story, page 2.

NACo recommends improvements to military base closure and reuse process

By Haron N. Battle
associate legislative director

NACo Executive Director Larry Naake testified before the Defense Base Closure and Realignment Commission, April 12, regarding the impact of base closures on affected communities and regions. The eight-member panel will review Defense Secretary Les Aspin's closures and realignment proposals and submit an independent report containing their own recommendations, findings and conclusions, to the president by July 10. The report could include recommendations for improving the transfer and reuse process.

At the outset of the hearing, Naake pointed out that NACo's intent is not to argue for or against any specific closures, and that the association supports reductions in defense expenditures which reflect improved global relations. However, he stressed that as the nation streamlines its military operations, counties and other local and state governments must be active participants in a national economic con-

version strategy which fosters reuse of these facilities in ways that are consistent with local planning and maximize their value to the affected communities and the nation as a whole.

Naake presented NACo's comprehensive policy statement containing 37 recommendations to improve the process for converting closing bases into civilian reuses. Several recommendations addressed the need for better coordination of reuse efforts within the Department of Defense (DoD) and among other federal departments and agencies that are involved in closures.

To achieve this, Naake urged that an assistant secretary of defense be appointed in DoD whose primary responsibilities are to ensure rapid conversion of facilities and economic development which enhance local economies.

In addition, he recommended modification of the Economic Adjustment Commission or the formation of a new working group to meet with the Office of Economic Adjustment. Naake said county representation in the working group

is critical.

Naake called on the federal government to expand economic development assistance in affected communities and to permit a wider array of activities to promote reuse, including, for example, planning, marketing and revolving loan funds. Economic development activities should qualify as public benefit transfer and receive priority before properties are offered for sale in the private sector.

Maintenance of airfields and other military facilities is critical. Naake recommended "bridge funding" so that counties can maintain these bases. Similarly, he urged that equipment that is essential for these facilities to function should remain intact for economic development following conversion.

Naake pointed out that only a few major base properties have actually been transferred. Instead, interim leases that are limited to one year have been approved. This, he said, is a major obstacle to local reuse

planning and development, because communities have difficulty recruiting private businesses to a closing base when the local governing entity can only offer a one-year lease. Naake also indicated that the time period during which homeless providers are given preference to surplus federal properties, including military bases, is too long.

Environmental contamination is a major obstacle to converting closing bases to civilian uses. Naake told the commission that NACo is working to resolve differences between two environmental indemnification laws passed by Congress

last year. Until this is achieved, Naake urged DoD to expeditiously develop policy or regulations to permit interim leasing without demanding waiver of indemnification rights.

Commissioners who were present were impressed with NACo's recommendations. They will use eight selection criteria in deciding which facilities to close. Those which address military value are given priority consideration. Other important factors include return on investment as well as the impact that closure or realignment might have on a local economy, its environment and its infrastructure.



Photo by Jay A. Sevidal

Larry Naake (l) listens as Philadelphia (Pa.) Mayor Edward Rendell testifies before the Base Closure and Realignment Committee.

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.

WE'RE MAKING A CHANGE — AND WE NEED YOUR HELP!

The National Association of Counties (NACo) has always used a system that operated with 12 separate member anniversary dates — each county's yearly dues were required to be paid in the same month as when the county first joined the association.

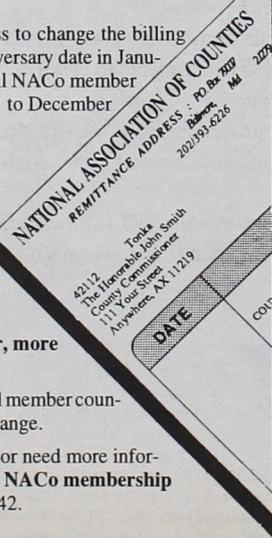
NACo has begun a process to change the billing cycle and have a single anniversary date in January of each year. By 1995, all NACo member dues will run from January 1 to December 31.

The change will:

- end confusion about when membership payments are due
- increase opportunities for communication on dues issues, and
- make NACo a stronger, more effective association.

Letters have been sent to all member counties notifying them of the change.

If you have any questions or need more information, call Susan Parrish, NACo membership coordinator, at 202/942-4242.



President Clinton issues summer youth jobs challenge

By Robin Fernkas
research associate

At a conference held April 14 by the departments of Labor and Education, President Clinton challenged county officials, mayors, private sector business people, employment and training practitioners, and educators to build partnerships that will provide a productive, educational and positive summer experience for more than a million youth through his proposed Summer Challenge Work and Learning Program.

The far-reaching challenge, as the president described in his speech, is "to develop the capacity of the American people to perform without regard to race or income or the circumstances of their birth and to make sure that there are some opportunities for them to bring to bear for their talent and to be rewarded with a paycheck."

To address this challenge, the president has called upon the Congress to create jobs this summer for 1.3 million low-income youth through an expansion and enhancement of the Job Training Partnership Act's Summer Youth Program as part of his economic stimulus package.

Responding to recent criticisms

"We must invest in our future productivity through our people..."

Robert Reich
Secretary of Labor

of his economic stimulus package, President Clinton emphasized that these jobs are not designed to be "make-work," but real jobs — renovating housing, repairing public buildings, performing clerical work and supervising children — that will "help build communities, strengthen local economies and solve local problems."

While the president remained focused upon providing future opportunities to young people and the summer jobs program throughout his beleaguered stimulus package as a whole: "It is an attempt to engage in an experiment to see whether or not, with the economy recovering in terms of corporate profit, we can give a little boost to it and get the engine going again."

Consistent with the president's remarks and earlier campaign theme, Secretary of Labor Robert Reich differentiated between con-

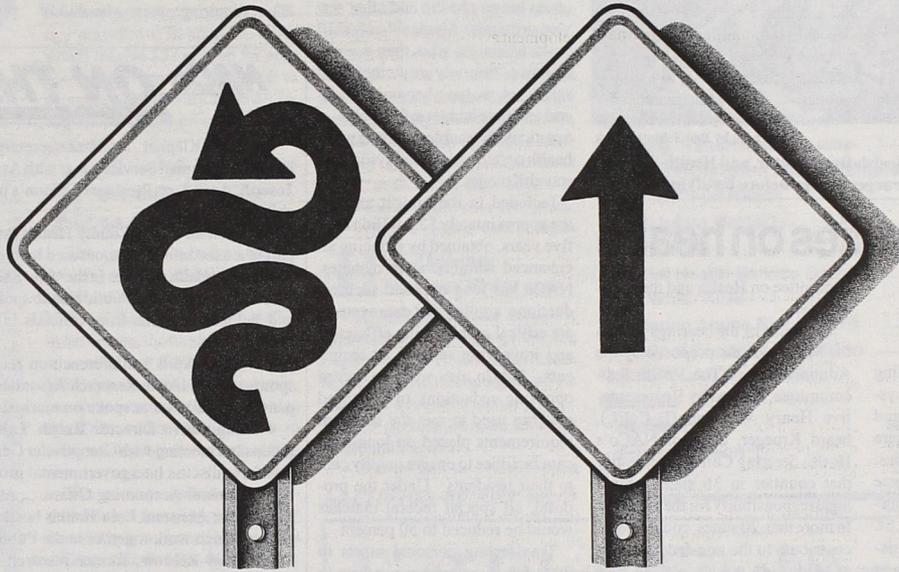
sumption spending and investment spending, stating that "we must invest in our future productivity through our people; nothing we can do economically will matter unless we build the skills and capacities of America's work force." Calling our present recovery a "jobless recovery," due to unemployment remaining at a stagnant seven percent or more for 16 consecutive months, Reich stated that "deficit reduction alone will not get us on track and certainly not on a better track."

To boost the economy further, President Clinton has challenged the private sector to match the public sector's commitment to providing youth with employment this summer, stating: "I want to implore private employers to stretch a little bit to give other young people a chance to work."

The summer challenge, however,

See CHALLENGE, page 7

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Photo by Bev Schlotterbeck

Tom Joseph, NACo associate legislative director, and Health Steering Committee Chair Marilyn Krueger confer before testifying.

Krueger testifies on health

By Thomas L. Joseph III
associate legislative director

"Counties are critical to holding together today's tenuous health system. Millions of uninsured and Medicaid recipients receive care through our 4,500 health facilities. Any federal Medicaid cuts will force counties to assume additional burdens." That was the assessment St. Louis County (Minn.) Commissioner Marilyn A. Krueger made in her recent testimony before the House Energy and Commerce Sub-

committee on Health and the Environment.

The focus of the hearings was on the Medicaid cuts proposed by the Administration. The Health Subcommittee, chaired by Representative Henry Waxman (D-Calif.), heard Krueger, chair of NACo's Health Steering Committee, testify that counties in 36 states bear a legal responsibility for the indigent. In more than 20 states, counties also contribute to the non-federal share of Medicaid.

Krueger reminded committee members that "while our counties

who participate in Medicaid are experiencing annual double-digit increases in Medicaid, there is recognition that without that funding even more costs would be picked up by county-only programs."

As the level of government closest to its constituents, counties have made the tough choice to raise revenues to meet health and other service demands. Medicaid cuts shift costs to states, who then turn to counties. "Not only are we the health safety net, we have become the federal and state budget safety valve—a particularly troublesome role when health costs continue to skyrocket," stated Krueger.

Included in the budget savings are approximately \$2.2 billion over five years, obtained by reducing all enhanced administrative matches. NACo has long opposed such reductions, arguing that data systems are critical to increasing efficiency and improving services to recipients. NACo also went on record opposing reductions in enhanced matches used to meet the stringent requirements placed on long-term care facilities to ensure quality care to their residents. Under the proposal, all special federal matches would be reduced to 50 percent.

Transferring personal assets to other family members or others to qualify for Medicaid coverage for long-term care captured a lot of

attention throughout the morning. The magnitude of the problem is unknown, but a great deal of anecdotal information exists to make federal and state officials take note and debate ways of requiring middle- and upper-income individuals to pay more of their nursing home costs. There is also concern about requiring others who do not

transfer assets to impoverish themselves before they receive Medicaid.

The subcommittee will play a major role in national health reform when President Clinton's plan is introduced. Proposals are being considered to fold in the federal, state and county share of Medicaid acute care funding into the overall pool to cover the uninsured.

NACo ON THE MOVE

◆ Jerry Klepner, assistant secretary for legislation, Department of Health and Human Services, met with Associate Legislative Director Tom Joseph, April 8, on President Clinton's proposal to immunize the nation's children.

◆ Director of the County Health Policy Project, Mary Uyeda, took part in a teleconference sponsored by the University of Illinois Extension Service on health services in the '90s. She and two other speakers from the Illinois Department of Public Health spoke about counties and health care, and fielded questions from officials in the more than 30 counties that participated.

◆ At an April 1 conference on recycling goals and mandates, co-sponsored by NACo, Research Associate Naomi Friedman moderated a panel of speakers that spoke on marketing compost.

◆ Legislative Director Ralph Tabor joined other public interest groups in a meeting with Comptroller General Charles Bowser, earlier this month, to discuss intergovernmental projects currently being undertaken by the General Accounting Office. ... At NACo headquarters, Tabor and Legislative Assistant Lela Harris hosted a meeting of 40 public interest groups which work together in the Public Finance Network.

◆ Fred Zeldow, former research associate in NACo's Research Department, has taken over the new position of financial/marketing analyst in the newly formed Department of Enterprise Services. The department oversees member services, such as PEBSCO, NACoNET, Strategic Choices, corporate relations, WIR services and corporate counsel. Zeldow will be administering the PEBSCO Deferred Compensation Program and other new public/private ventures.

◆ Deputy Executive Director Ed Ferguson was in Portland, Ore., earlier this month, to meet with officials of the Portland Convention and Visitors Bureau on the possibility of Multnomah County (Portland) being a future conference site.

◆ Throughout the month of April, several members of the NACo staff participated in Christmas in April, a volunteer project through which they volunteered their time on weekends to help rehabilitate an elderly D.C. resident's home in need of extensive repairs.

Kunde to head Coalition to Improve Management in State and Local Government

James E. Kunde, former director of the Public Services Institute, has taken over as executive director of the Coalition to Improve Management in State and Local Government. He replaces Donald Stone.

The purpose of the coalition is to help states, counties and cities develop the executive capability to cope simultaneously with rapid eco-

nomical and social change, reduced federal grant money, and increased service demands in a more cooperative federal system. NACo is one of many local government organizations that sponsors the coalition that is based at Indiana University's School of Public and Environmental Affairs in Indianapolis.

Kunde has many years of local

government experience as a county administrator in Jackson County, Mo.; city manager of Dayton, Ohio; and city development director for Kansas City, Mo. He has also served as director of programs and director of urban affairs to the Charles F. Kettering Foundation, and advisor to the Western Governors' Association.

Senator Baucus outlines recycling blueprint

By Naomi Friedman
research associate

Senator Max Baucus (D-Mont.), chair of the Senate Environment and Public Works Committee, announced, April 1, his commitment to stimulating the nation's recycling industry through the introduction of a recycling bill by this summer.

Issuing his remarks at the Reality-Based Recycling Conference, co-sponsored by the U.S. Conference of Mayors, the Municipal Waste Management Association and NACo, Baucus acknowledged that the reauthorization of other environmental statutes, including the Clean Water Act, Superfund and the Endangered Species Act, would take priority over the reauthorization of the Resource Conservation and Recovery Act (RCRA) and related recycling legislation.

Representative Al Swift (D-

Wash.), chair of the House Energy and Commerce Subcommittee on Transportation and Hazardous Materials, also speaking at the conference, said that his top legislative priority would be Superfund, but that he would be willing to follow any priorities set by the Administration.

In his address, Baucus described the need to promote a nationally uniform recycling system that shifts more responsibility for the costs associated with collecting, sorting and reprocessing recyclables to manufacturers and product consumers.

"I am always a taxpayer — but I am only sometimes a consumer, and only for certain items," explained Baucus. "If I buy a product that is difficult and costly to recycle, shouldn't I pay more for my product?" Baucus suggested that by having taxpayers foot the bill, we are subsidizing wasteful practices and providing manufacturers little incentive to improve the recyclability of

their products.

Among the ways to stimulate demand for recycled products, Baucus outlined options for minimum recycled content standards for packaging and paper products — which account for about one-half of municipal solid waste — and a utilization rate that mandates recycling of certain materials without specifying the amount in each package. He also described a "waste utilization tax," which provides credit for increased use of recycled materials.

The question, of who should say the cost for waste management, echoed throughout the three day conference. Reed Madden, chair of NACo's Environment, Energy and Land Use Steering Committee, participated in a panel discussion on international environmental policies, during which time Germany's pioneering packaging law, which requires businesses to take back packaging materials, was debated.

County News

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

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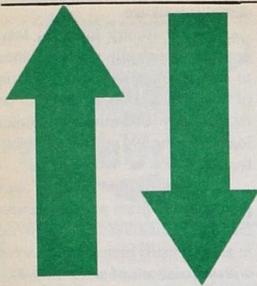
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What's up? What's down? Clinton's FY94 proposed budget

Community and Economic Development

The Administration proposes increasing Community Development Block Grants from \$4 billion in FY93 to \$4.2 billion in FY94. The HOME Investment Partnership Program, which provides grants to state and local governments to construct and rehabilitate low-income housing and provide tenant assistance, would increase by \$600 million to \$1.6 billion.

The Administration proposes \$184 million more in FY94 than the FY93 appropriation for homeless assistance.

Funding would be distributed as follows: \$274 million for Shelter Plus Care, \$320 million for Supportive Housing, \$51 million for Emergency Shelter Grants and \$108 million for Section 8 Single Room Occupancy Housing. Additionally, \$103 million is included for Housing Opportunities for Persons With AIDS. These funds are in addition to the \$423 million in the economic stimulus package for supportive housing.

The budget also introduces several new programs. One is the Opportunities for Youth: Youthbuild Program. It would provide education and employment skills for low-income and homeless persons by having them rehabilitate and build houses. Another is Community Partnerships Against Crime (COMPAC) for neighborhood-based activities including, but not limited to, community policing, youth initiatives, community services supporting crime prevention, and personal and property security.

For the first time in more than a decade, the Administration has requested funds for the Economic Development Administration's Grant Program. The Administration is seeking \$190 million in new funds. Because of carry-over funds from the regular FY93 appropriations and proposed stimulus funds, actual spending in FY94 is projected to be \$275 million.

(Staff Contact: Haron Battle)

Economic Conversion/Military Base Closures

The budget proposes shifting \$472 million from the Department of Defense (DoD) to provide transition benefits for DoD military and civilian employees, assistance to communities and industries affected by the military drawdown, and other transition assistance.

Eighty million dollars of these

funds would be transferred to the Economic Development Administration (EDA) to assist workers and communities affected by the military drawdown. In addition, EDA would receive \$33 million for economic development assistance to communities severely affected by base closures and procurement reductions.

(Staff Contact: Haron Battle)

EPA budget relies on stimulus bill

The president's budget request for EPA totals \$6.4 billion. When added to the proposed economic stimulus package, currently stalled in the Senate, the request represents an increase of \$375 million over FY93 appropriated levels. Subtracting the stimulus package money, the FY94 budget actually falls to \$470 million below current spending.

The package includes capitalization funds for a Drinking Water State Revolving Loan Fund at \$599 million. Similar to the existing wastewater treatment revolving loan funds, the fund would pay for state-administered loans for the upgrading of existing drinking water systems.

A funding source for the new program has yet to be identified.

The economic stimulus proposals include \$845 million during FY93 for wastewater needs under the current program. A "new" Clean Water State Revolving Fund would be established in 1994 and would be funded at \$1.2 billion. Loans obtained under the 1994 fund could be used for storm water and combined sewer overflow projects as well as wastewater treatment.

State governments would receive \$80 million in grants to reduce non-point source pollution from urban/suburban and agricultural runoff. An additional \$150 is being requested for wastewater treatment plant construction along the U.S./Mexican border.

Other features of the EPA budget include \$23 million for the voluntary "green programs" to promote energy efficiency, \$22.8 million for the agency's radon program, and \$127 million to restore watersheds. The federal Superfund Program is budgeted at \$1.5 billion, a decrease of \$89 million from the current year's funding.

EPA Administrator Carol Browner explained that the decrease was due to expected administrative improvements and streamlining but would not result in any Superfund cleanups.

(Staff Contact: Diane Shea)

HHS Health Programs

Not unsurprisingly, health programs fared well in President Clinton's budget. Significant in-

creases are slated for immunization, AIDS services, TB elimination, infant mortality and expanding capacity for substance abuse treatment. A new \$400 million program is proposed for medical services provided to undocumented aliens. Savings are proposed in the rapidly growing Medicaid Program, including a NACo-opposed reduction in administrative matches which would shift \$2.2 billion to states and counties over five years.

(Staff Contact: Tom Joseph)

HHS Human Services Programs

Children did well in President Clinton's budget requests for the Department of Health and Human Services (HHS). Highlights of the president's requests include:

- 26 percent increase in Head Start funding, and
- \$60 million in a new capped

See *CLINTON BUDGET*, page 6

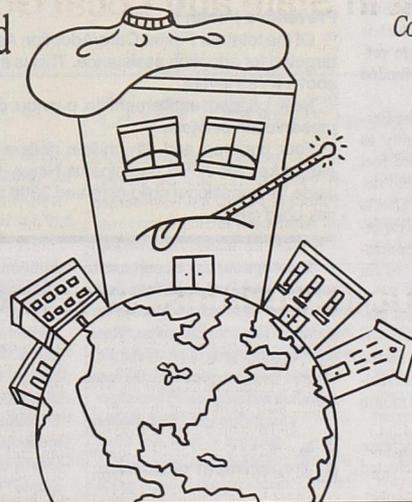
Health

(\$ in millions)

	FY93	FY94	% Change
Prevention Block Grants	\$149	\$149	0
Immunization	341	668	96
Breast and Cervical Cancer	72	85	18
Sexually Transmitted Disease	90	104	16
Community/Migrant Health Centers	616	681	11
Maternal/Child Health	665	705	6
Target Infant Mortality	79	100	27
Tuberculosis	79	129	63
National Health Service Corps	119	139	17
Ryan White AIDS	385	695	81
Substance Abuse Block Grant	1,131	1,131	0
Treatment Capacity Expansion	15	89	593
Mental Health Block Grant	278	278	0
Medicaid			
Benefits	80,511	92,229	14.6
Administration	2,895	2,992	3.4

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CLINTON BUDGET from page

entitlement for family support and preservation.

While no new funds are requested for welfare reform, except a \$100 million increase in the JOBS Program, the text of the HHS budget summary indicates the Administration's continued commitment to welfare reform.

In addition, the Administration seems committed to providing funds to help local and state government meet the cost of assisting newcomers in establishing themselves.

The president's budget request calls for the full \$812 million original appropriation for 1994 for the State Legalization Impact Assistance Grant, known as SLIAG, and \$420 million for refugee resettlement programs.

(Staff Contact: Amy Wilkins)

Department of the Interior

The FY94 budget for the U.S. Department of Interior and related agencies (including the Forest Service) calls for \$9.5 billion in spending, \$500 million more than FY93. This year's budget places greater emphasis on park and wildlife protection.

The National Park Service increased its request by 19 percent while the Fish and Wildlife Service asked for 18 percent more.

The budget requests full funding for payments-in-lieu-of-taxes (PILT) of \$104 million. The Fish and Wildlife Refuge Fund, which is a PILT program for wildlife refuges, would be almost fully funded at \$14 million.

The timber program of the Forest Service, which as recently as 1990 was at 11 billion board feet (bbf), is slated for only 4.6 bbf nationwide. This mirrors the effects of court injunctions protecting spotted owls and the continuing controversy over how much timber to cut in the Northwest.

A proposal to resolve that dispute is now being prepared by Administration officials based on the input from the Forest Summit President Clinton held earlier this month in Portland, Ore.

The budget proposes an increase in recreation user fees for selected parks and national forests.

Additionally, separate legislation is moving that will place new fees and royalties on hard rock mining. The Administration will soon hold public hearings on grazing fees and indicated that they may be increased administratively from the current \$1.86 per AUM.

Human Services

	(\$ in millions)		
	FY93	FY94	% Change
Administration for Children, Youth and Families			
Total Budget Authority	\$29,976	\$32,002	7*
Total Discretionary Funding	7,234	8,352	15
Total Entitlement Funding	22,730	23,649	4
Selected Discretionary Programs			
Head Start	\$3,276	\$4,150	27
Child Care Block Grant	893	933	4
Child Welfare Services	295	295	0
Low-Income Home Energy Assistance			
Assistance	1,346	1,507	12
Refugee and Entrant Assistance	408	420	3
Selected Entitlement Programs			
Foster Care/Adoption Assistance⁽¹⁾			
Assistance ⁽¹⁾	\$2,854	\$2,923	2
Family Support and Preservation⁽²⁾			
Preservation ⁽²⁾	0	60	
Independent Living	70	70	0
Social Services Block Grant	2,800	2,800	0
JOBS Program	1,000	1,100	9
Family Support Payments			
AFDC	\$11,868	\$11,821	-4
Child Care ⁽³⁾	857	845	-1.4
State Administration	1,411	1,504	7
Child Support Enforcement	1,559	1,746	12
SLIAG	311	812	161
Administration on Aging			
Supportive Services	\$312	\$312	0
Congregate Meals	363	363	0
Home-Delivered Meals	90	90	0
Preventive Health	17	17	0

⁽¹⁾ Of the total for Foster Care/Adoption Assistance, \$317 million is targeted for adoption assistance. This is an increase of \$73 million above FY93 levels.

⁽²⁾ New capped entitlement to provide community-based family preservation services.

⁽³⁾ Four hundred and fifty million dollars in child care funds are earmarked for JOBS participants. Ninety-five million dollars is set aside for transitional child care and \$300 million is set aside for at-risk child care.

The Administration continues to support increased user fees and a structure that more closely resembles fair market value. Rural development programs of the Forest Service are requested at the same amounts as last year.

(Staff Contact: Rick Keister)

Department of Justice

The Juvenile Justice and Delinquency Prevention Act is funded at the current level of \$73.5 million in FY94. The Drug Law Enforcement Block Grant received a slight increase to \$481 million from \$475 million in FY93.

The FY94 budget requests an

additional \$100 million for new federal/state and local partnership initiatives. This includes \$50 million for community policing programs, plus \$25 million for scholarships to college students interested in pursuing a career in law enforcement. In exchange for financial assistance, a commitment to serve as state or local police officers would be required. Clinton is also requesting \$25 million to establish a criminal records upgrade program that would ultimately be used to implement the Brady bill. These upgrades will enable a national background check to screen unauthorized persons from illegally purchasing handguns.

(Staff Contact: Donald Murray)

Training and Employment

In response to increased worker displacements, the president has recommended a significant increase of \$1.3 billion to train dislocated workers under Job Training Partnership Act Title III programs. There were small reductions, however, for both youth and adult training: \$10 mil-

lion and \$15 million, respectively. The \$25 million will be used to fund the Youth Fair Chance Program.

The \$1.3 billion increase for dislocated workers would be used to fund a more comprehensive dislocated worker program, which would be aimed at serving all workers, regardless of the reason for their dislocation. This change would eliminate separate programs for defense, environment and trade dislocations.

For the Summer Youth Jobs Program, the president has recommended \$1.689 billion, which would be \$159 million less than the amount available for summer jobs in FY93, assuming the additional \$1 billion request in the pending supplemental appropriations bill is approved.

When compared to the regular 1993 appropriations for summer jobs (without the supplemental appropriations), the 1994 request represents a significant increase.

During calendar year 1994, 680,000 youth can be enrolled in the summer jobs program; in calendar year 1995, 820,000.

(Staff Contact: Donald Murray)

Rural Development Administration

The 1994 budget for the Rural Development Administration (RDA) recommends increases in funding for loans, grants and technical assistance to rural communities and businesses. Assistance is directed to rural businesses with emphasis on new and emerging enterprises.

The Clinton Administration is proposing \$277 million for water and waste loans over the \$600 million appropriated for 1993. The chart below shows \$1.1 billion for water and waste loans programs, however, \$503 million of that amount is part of President Clinton's economic

stimulus package.

The community facilities loan program, which provides assistance to communities with a population of less than 20,000, is slated to be increased by \$295 million for direct loans over the \$94 million available for 1993.

The business and industry loan guarantee program provides assistance to businesses and industries in areas outside metropolitan areas with populations of at least 50,000. This program is slated to be increased by \$200 million.

Two other programs slated for significant increases include the intermediary relending program and rural development grants. The budget requests \$175 million for the intermediary program, an increase of \$140 million, and \$51 million for rural development grants, an increase of \$30 million above FY93 levels.

In addition to spurring economic growth in rural areas, these increases will allow the RDA to reduce the backlog of applications for most of the programs in 1994. The water and waste disposal loan and grant programs have backlogs totaling \$1.5 billion and \$600 million, respectively. The community facilities program has a backlog of applications totaling \$200 million.

(Staff Contacts: Michael Sowell and Rick Keister)

Department of Transportation

The president's FY94 budget request for the Department of Transportation is \$40.2 billion, a 10.2 percent increase over current-year funding. In keeping with the theme of stimulating economic growth, more than \$28 billion, or 71 percent of the budget would go to capital investments in highway, transit, rail,

See BUDGET, page 7

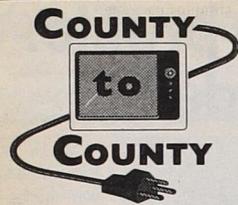
Rural Development Administration

	(\$ in millions)	
	FY93	FY94
Loans		
Water and Waste Disposal		
Direct	\$1,103*	\$876*
Guaranteed	35	36
Community Facility		
Direct	94	389*
Guaranteed	100	75*
Business and Industry		
Guaranteed	400*	300
Investment	0	(200)
Intermediary Relending Program	47*	175
Grants		
Water and Waste Disposal	\$698*	\$541
Rural Development	21	51*
Rural Community Fire Protection	3	4
Solid Waste Management	3	3
Emergency Community		
Water Assistance	25*	10

*(Note: * represents funding levels including stimulus package.)*

Interior

	(\$ in millions)		
	FY93	FY94	% Change
PILT	\$104	\$104	0
Fish and Wildlife PILT	12	14	22
Timber Receipts	1,406	1,664	18
Rural Development	12	12	0



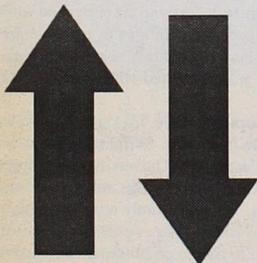
PROGRAM GUIDE

April 29 - May 7

(All times are Eastern Standard)

THURSDAY, APRIL 29	THURSDAY, MAY 6	FRIDAY, MAY 7
<p>1:30 p.m. KICKOFF WELCOME TO COUNTY-TO-COUNTY NACo kicks off with interviews, programming overviews, site identifications, a greeting by NACo Executive Director Larry Naake, and more.</p> <p>1:45-2:45 p.m. LEGISLATIVE FORUM THE LOWDOWN ON ECONOMIC STIMULUS Ralph Tabor, legislative affairs director, explores with federal agency insiders how the president's economic stimulus plan affects county governments. Together, they field questions from the nine sites.</p> <p>2:45-4:45 p.m. MEDIA/PUBLIC AFFAIRS TURNING THE MEDIA FROM FOE TO FRIEND Dale Weiss, a communications expert and former television anchor and reporter, helps county officials learn to stop fearing and learn to love media exposure. He guides you through the basics of presentation techniques, so you shine...rather than shudder. A must-view for anyone exposed to the press.</p>	<p>2:00-3:00 p.m. LEGISLATIVE FORUM HEAT ON THE HILL Legislative Director Ralph Tabor updates us on NACo's hot legislative priorities, followed by news of key environmental and federal mandate bills by lobbyists Diane Shea and Larry Jones.</p> <p>3:00-5:00 p.m. TRANSPORTATION/INFRASTRUCTURE Is ISTE A For Me? An overview of ISTE A, an analysis of its affect on urban and rural counties, steps to take in seeking its funding, and more. This program gives county officials, engineers and others a tool for maximizing opportunities under ISTE A.</p>	<p>1:00-3:00 p.m. FUTURE COUNTIES COUNTIES AND FEDERAL AGENCIES: WIRED FOR ACTION Federal, state and local officials have recently begun discussions on how to cooperate in collecting and using geographic information. Learn about the latest developments in this session.</p> <p>3:00-5:00 p.m. SPECIAL TOPICS GEOGRAPHIC INFORMATION SYSTEMS AND NACoNet How the EDS system supports county government needs, what it does, and how counties can use it are presented with case histories and with graphic demonstrations ... a colorful and useful session.</p>

BUDGET from page 6



airport and maritime infrastructure. One of NACo's major priorities is full funding of highways. The budget request proposes total funding of \$20.5 billion, including \$18.4 billion in obligation authority which supports the core highway and bridge programs.

That represents an approximate increase of \$2.6 billion over the current-year level, and means that the highway and bridge portion of the Intermodal Surface Transportation Efficiency Act would be fully funded if the budget request is adopted, plus an additional \$36 million for public lands roads.

Mass transit, proportionately, receives the greatest increase in funding. At \$4.6 billion, the budget request represents a 21 percent increase over current-year funding.

Reversing a trend, this repre-

sents a 50 percent increase over the funding level requested by the previous Administration in FY93.

Included in the total request is \$2.5 for formula grants and \$1.8 for discretionary capital grants. The formula grant program consists for \$1.46 billion for capital grants, \$802 million for operating assistance, \$132 million for rural transit, and \$59 million for disabled and elderly.

NACo has two priorities in the aviation area. First is the Airport Improvement Program with a \$1.9 billion request that represents a four percent increase.

The other is Essential Air Service (EAS) which subsidizes air service to small and rural communities; EAS is fully funded at \$38.6 million.

Funding for Amtrak will remain approximately level at \$633 million, which reflects a \$9 million decrease in operating assistance.

Finally, the budget calls for the 2.5 cents that currently goes to deficit reduction to go to transportation, effective Oct. 1, 1995. Two cents are proposed to go to the highway account of the trust fund and 0.5 cents to the transit account.

(Staff Contact: Bob Fogel)

Transportation

	(\$ in millions)		
	FY93	FY94	% Change
Total Highway Funding	\$18,000	\$20,600	14
Highway Obligation Ceiling	15,741	18,362	17
Total Transit Funding	3,798	4,600	21
Section 9 Capital	758	1,460	93
Section 9 Operating	802	802	0
Section 18 Rural	78	132	69
Section 3 Discretionary	1,715	1,772	3
Airport Improvement Program	1,800	1,879	4
Essential Air Service	38.6	38.6	0
Amtrak	633	624	-1

CHALLENGE from page 2

extends beyond Congress and the private sector. Throughout the president's and Cabinet members' speeches, local elected officials, job trainers and educators were challenged to develop programs which link education and work in a more integrated manner than has been achieved in the past. "It is really an impediment to both their learning and their ability to be good workers," explained President Clinton, "to draw a sharp dividing line between what is work and what is learning."

Secretary of Education Richard Riley echoed the president's desire to link education and work "to avoid make-work jobs and the uninspired school courses" which would "result in wasted time and wasted opportunities." He urged the audience to give up turf battles, cut across agency lines and develop programs which are meaningful and interesting to youth. "Be bold. Aim high. Meet the challenge. Our young people deserve no less."

In his speech, the president appealed to the nation to send a positive message to youth that if they study hard and work hard, obey the law, and contribute to the community, they will be rewarded. "If we are going to summon people to greater responsibility, you have to

reward them when they do the right thing with opportunity."

To lend additional support for the Summer Challenge Work and Learning Program, Secretary of Health and Human Services Donna Shalala and Secretary of Housing and Urban Development Henry Cisneros delivered speeches describing their commitment of resources to the program. They encouraged the audience to replicate federal multi-departmental cooperation at the local level.

Heeding the Administration's call, Wayne County (Mich.) Commissioner Kay Beard, chair, NACo Employment Steering Committee, expressed her support for the summer challenge program "We hope that we will make a major difference in the lives of our American young people. All of us need to join with the president to ensure that the program is funded, implemented and successful."

Impressed with the president and the Administration's sincere commitment to youth, David Lopez, president of the National Association of County Training and Employment Professionals, said, "this is the first Administration that talks about the participants, the youth, and believes that a summer job is not a cost, but an investment."

Candidate profile: Michael Hightower



"Energetic" was one of the first words out of a colleague's mouth when asked to describe Commissioner Michael Hightower of Fulton County (Atlanta), Ga. Another said, "enthusiastic," while others added "positive" and "aware." The list of modifiers continues to grow even today.

Michael Hightower, a 14-year veteran

to elected public service, has demonstrated during that time that he is all of the above descriptive phrases and more.

Hightower began his political career in the mid '70s when he was elected to several offices at his alma mater, Clark College of Atlanta.

In 1979, the same year he graduated from college, he was elected to the city council of College Park, Ga. During his tenure on the council he was elected to the office of mayor pro-tem of this suburb in Fulton County.

Family has always been important to Michael and Sondra Hightower, who make their home in East Point, Ga. with their four-year-old daughter Evie.

Through drive, a willingness to serve and the understanding of inter-governmental relationships, Hightower soon set his sights on a commission position in Fulton County. A position he was elected to in 1986.

Commissioner Hightower was first elected as one of the youngest members ever of the Fulton County Commission. At his earlier election to city government he was the youngest person and the first African American ever elected to the College Park City Council. When asked about such titles he took a few moments to reflect. "I was and am proud to have been the first African American man elected to that city's council." He continued, "As to the youngest, those days are over, but I feel fortunate to have been able to realize my goals at such an early stage in my career."

For now, however, Hightower would rather do away with titles such as: the first African American, the youngest, etc.

"I would hope we are past all of that by now in this country. A person should be elected to office based on ability and not gender, race, color, religion or any other label you might tack on."

Michael has expressed on many occasions his dedication to local government. With an early understanding of the importance of the county role in the daily lives of the citizen, Hightower has repeatedly represented the county position on a variety of diverse issues.

"I feel the county is the crossroads for a relationship between government and the citizen." Michael Hightower's record reflects that basic belief. On many occasions he has represented his county in front of both state and federal agencies to have the local story told, to represent the people.

Michael has demonstrated his dedication to getting the local story to the state and national leadership. He has been an active member of both the Association County Commissioners of Georgia and NACo since 1987. He has been on the NACo Board of Directors, vice chairman of the Transportation Steering Committee since 1989, chairman of the Community and Economic Development Steering Committee (1988-1989) and a member of the Large Urban County Caucus.

Even with his involvement in the Large Urban County Caucus and his commission duties in the largest county in Georgia, population near 1 million, Hightower understands the needs of local governments of all geographic description and population.

"The problems are similar, but not the same," said Hightower. "The solutions, however, will work for everyone." Michael Hightower feels that NACo can be even stronger and more effective as it sets its course to meet the challenges of national policy development.

Having built a political career on consensus building, Commissioner

See HIGHTOWER, page 9

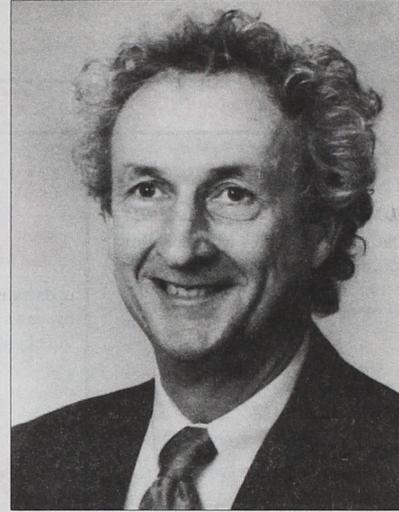


"Counties Care for America"

NACo Third VP

ELECTION '93

Candidate profile: Reed Madden



When W. Reed Madden was chosen to be a Southern Methodist University cheer-leader in 1958, little did he know that event would tap him for a lifetime job. The zeal, energy and enthusiasm that job required is how Reed Madden has approached every event in his life. From the football field to the boardroom, Madden honestly and enthusiastically

dives into many issues fighting to help his team win. Reed Madden is a leader in life. As NACo Third Vice President, Reed Madden would continue his fight for stronger county government on the local, state and national level.

Madden, a native of the Buckeye State, was born and raised in southwestern Ohio. A graduate of Kettering Fairmont High School, Madden attended Southern Methodist University (1956-1959) and the Ohio State University (1959-1960). He graduated from Purdue University Life Insurance Marketing Institute (1968) and the University of Wisconsin Continuing Education Program on Recycling (1988). Over the past 33 years, Madden has been secretary/treasurer of Motive Parts and Equipment (1960-1966), Risk Manger of the W. Reed Madden Insurance Agency (1967 to present), and Greene County Commissioner (1985 to present).

In the early 1980s Greene County was in a growth spurt and Madden became increasingly interested in the balance between environmental issues and economic development. Madden believes that it is vitally important for every level of government to understand the issues and work with business and industry to form workable solutions to preserve and protect the environment. Because of his beliefs, Madden ran for Greene County Commissioner in 1984, and was re-elected with more than 60 percent of the vote in 1988 and 1992.

The economy in Greene County (population 136,731) is stimulated by the aviation, education and agriculture industries. Wright Patterson Air Force Base, Wright State University, Central State University, Wilberforce University, Antioch University and Cedarville College are the financial backbone of the Greene County area. Greene County attractions highlighting American history include the National Afro-American Museum, Blue Jacket Outdoor drama and the U.S. Air Force Museum. Located in southwestern Ohio, Greene County is east of Montgomery County (Dayton), and shares mutual ownership in many business developments along the I-675 corridor. As Greene County Commissioner, Madden believes that a successful balance between business development and the environment results from an intergovernmental team effort.

Madden is not a newcomer to the field of environmental protection. Locally, he serves on the board of directors for the Beavercreek Wetlands Association, the Miami Valley Regional Planning Commission, and the Miami Valley Resource Conservation and Development District.

On a statewide level, Madden serves on the County Commissioners Association of Ohio (CCAO) board of trustees and chairs the CCAO Infrastructure and Environment Committee. He also represents CCAO on the board of directors of the Ohio Council of County Officials. Governor George Voinovich has appointed him to the Ohio Environmental Protection Agency (OEPA) Comprehensive Wetlands Strategy Task Force, and to the Ohio Solid Waste Advisory Council.

On the Comprehensive Wetlands Strategy Task Force, Madden helps develop an ecologically and economically sound strategy to conserve Ohio's wetlands and direct wetland conservation. The Ohio Solid Waste Advisory Council helps the OEPA prepare, approve and review the state solid waste plan, and monitors implementation of both the state and district solid waste plans.

See MADDEN, page 9

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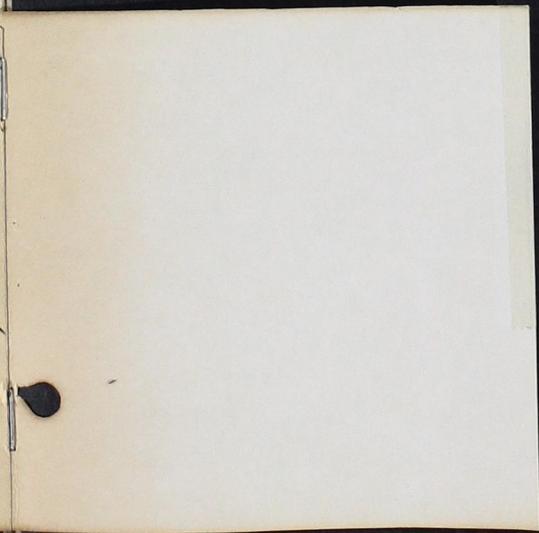
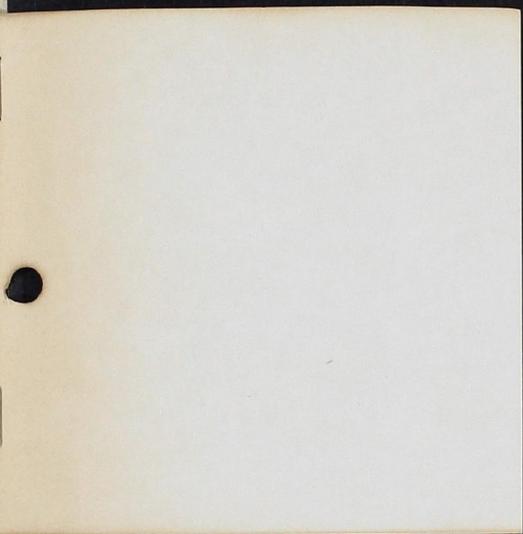
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Voting credentials on way

NACo member counties will vote on national policies to be included in the *American County Platform* and elect officers at the Annual Conference in Cook County, Ill., on Tuesday, July 20.

Member counties are required to designate one of their county officials to pick up and cast the county's ballots. A county may designate an alternate county official or its state association executive to pick up the credentials. Credentials forms will be mailed within two weeks. After completing the form, please send your Credentials Information Forms to: Credentials, 440 First St., N.W., Washington, DC 20001. NACo needs to receive this information by Friday, June 18.

In order to be eligible to vote, a county must be a paid member of NACo. If the county is designating its state association executive director or a delegate from another county in the state to cast the county's votes, both the county and the designee must be paid registrants of the conference. The designee will be required to present proof(s) of registration prior to picking up credential materials.

Your cooperation in this matter will help to ensure a smooth credentials process this year.

HIGHTOWER from page 8

Hightower not only understands the need for both sides of every issue to have an empowerment, but that government, too, must exist in a "give and take" arena for the good of the local community and the local citizen.

In a recent letter to his fellow county association executives it was perhaps best summed up by Executive Director Jerry Griffin in his support of Commissioner Hightower:

"Michael understands the importance of NACo's policy process, but he also knows that without staff work from both NACo and the state associations the process can become a hollow exercise resulting in little more than a thick book. Michael knows the difference between a fat policy document that only brings pleasure to those that can point to their words and a policy document that provides a guide to both the NACo staff in their lobbying and to state associations as they manage grass roots lobbying efforts on Congress and their state legislatures."

In short, Commissioner Michael Hightower offers simply effective leadership. "Energetic," "enthusiastic," "positive," effective leadership.

MADDEN from page 8

On the national level, Madden serves on the NACo board of directors and chairs the NACo Environment, Energy and Land Use Steering Committee. He currently represents local government on the National Office Paper Recycling Project. In 1992 Reed participated in the Global Tomorrow Coalition Roundtable Summit II in Washington, D.C. Last year he traveled with a NACo delegation to Germany at the invitation of NACo's counterpart, the Deutscher Landkreistag. He studied Germany's environmental protection policies and saw how industry is involved in the recycling process. Madden also observed how Germany's health, transportation and education systems compare with those in the United States.

In addition to his environmental interests, Madden has been involved in his own business, the W. Reed Madden Insurance Agency since 1967. He is on the board of directors for the Xenia Chamber of Commerce, a past president of the Waynesville Chamber of Commerce and belongs to the Beaver Creek, Bellbrook, Fairborn, Spring Valley, Yellow Springs and Waynesville Chambers of Commerce.

Madden also champions community and charitable organizations. He serves on the board of directors for the Miami Valley Military Affairs Association, American Red Cross-Dayton Area Chapter and the American Cancer Society-Greene County Chapter. Madden also serves on the board of directors for the "2003" Committee-National Aviation Parks, promoting a national park for the "birthplace of aviation" in the Greene/Montgomery County area. Other organizations in which Reed has been president include the Centerville Optimist Club, Warren County Shrine Club, Waynesville Boosters and PTO. Madden is a business co-sponsor of the Campaign for Greene County.

In 1990, Reed received a NACo County Achievement Award for spearheading a homeless program. Also in 1990, the Ohio County Schools Superintendents Association presented Madden with the "Outstanding Leadership Award for Community Service." Last year Reed was runner-up for the *American City and County* "County Leader of the Year Award."

Reed and his wife Judy have been married for 32 years. The Maddens' live in Spring Valley, a village in southwestern Greene County where they raised two children, Reed, Jr. and Laura. Reed and Judy enjoy being involved with their three grandchildren, Andrew, Patrick and Leah. Beyond his many responsibilities in business, government and the community, Reed Madden embraces his job as husband, father and grandfather with genuine energy, excitement and dedication. With that same zeal, Reed Madden will carry the torch with concern, commitment and creativity for county government as NACo's Third Vice President.

FCC adopts consumer protection standards: counties should act now

By Norman M. Sinel
and Stephanie M. Phillipps

On April 7, 1993, the Federal Communications Commission (FCC) released a report and order adopting a set of federal customer service standards applicable to cable operators nationwide which will become effective, July 1.

The FCC decided that the new standards will be enforced by local franchising authorities (such as counties), which will also be responsible for adopting reasonable enforcement mechanisms.

However, franchising authorities must give cable operators 90 days written notice of the authorities' intention to enforce the federal standards before the standards can be enforced. Therefore, franchising authorities that decide to enforce the federal standards should provide written notice to cable operators as soon as possible.

The FCC's standards will not pre-empt a franchising authority from:

- 1) agreeing to more stringent requirements with the cable operator
- 2) enforcing, through the end of the franchise term, pre-existing customer service requirements that exceed the FCC's standards and are contained in current franchise agreements
- 3) enacting or enforcing any consumer protection law not pre-empted by the federal standards, or
- 4) establishing or enforcing any law or regulation concerning customer service which imposes requirements that exceed or addresses matters not addressed by the federal

standards.

Federal standards are not meant to supplant local standards that are more stringent than the federal standards or that cover additional areas.

If there are local standards that are more stringent or that cover more areas than the federal standards, franchising authorities should, in the notification to cable operators, inform the operators of the franchising authorities' intent to continue enforcing these other standards in addition to the federal standards.

In giving notification to cable operators, local franchising authorities should consult with local counsel and should consider the following or similar types of procedures to ensure that timely adequate notification is given:

- 1) The franchising authority should read the FCC's rules. (The rules have been reprinted in the *Federal Register* dated April 19, 1993, Vol. 58, No. 73, pp. 21107-21110.)
- 2) The franchising authority should then analyze the applicable local rules and decide which are more or less stringent than the new federal standards, and which local standards cover areas not addressed by the federal standards.
- 3) For each local standard that is either more stringent than a federal standard or that covers an area not addressed by the federal standards, the franchising authority must decide whether it wishes to continue the local standard instead of or in addition to the federal standards.
- 4) The franchising authority should then compile a list of the

federal standards it wishes to enforce, i.e., those federal standards for which there is not a local rule that is more stringent.

5) Next, the franchising authority should assemble the list of federal standards that the franchising authority wishes to enforce and the local standards that will remain in force and supplement the federal standards.

6) The franchising authority should review its franchise agreement to determine the proper way of providing notice to the cable operator (i.e., addressee, number of copies, to whom copies are sent, etc.).

7) In accordance with the procedure required by the franchise agreement, the franchising authority should prepare a letter to the cable operator. It should announce the franchising authority's intent to enforce the federal standards in 90 days, and provide notice as well of the continued enforcement of the other local standards.

8) The letter must be sent to the cable operator by certified mail.

9) The franchising authority must decide on appropriate enforcement mechanisms and penalty provisions, and implement them through regulatory or franchise procedures.

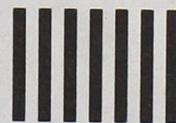
A breach could result in standard breach penalties under the agreement, or special penalties or procedures could be implemented.

(Sinel and Phillipps are partners with the Washington, D.C. law firm of Arnold & Porter. Arnold & Porter has represented NACo and other local government groups in connection with the 1992 Cable Act.)



NATIONAL

COUNTY
GOVERNMENT
WEEK



April 17-24

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Let Us Know
What Your County
Did During
*National County
Government Week!*

We want to recognize all
your efforts.

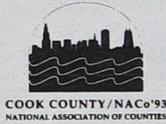
CALL, WRITE OR FAX

Tom Goodman, Public Affairs Director
National Association of Counties

440 First St., N.W.
Washington, DC 20001
202/942-4222
FAX: 202/393-2630

Cook County, before and after Roberts to speak at General Session

For those of you who plan on incorporating some vacation time in, before or after NACo '93 in Chicago, there's always the rest of the state. We'd like to share some of the things that make Illinois so special, what we call the "Illinois Experience."



If you like to shop 'til you drop, we have a treat for you in nearby Lake County. It's Gurnee Mills, a 192-store mall that has something for everyone. If you love antiques, Kane County was made just for you. Who knows? You may take home a bargain or two!

For a historical look at Illinois and our nation, take your family on a day trip to Springfield. There you can visit many historic places, including the home of our nation's 16th president, Abraham Lincoln. Also, be sure to visit the home and studio of the world-famous architect, Frank Lloyd Wright in historical Oak Park, just a few minutes away from Chicago.

If sports are your passion, you may want to shoot 18 holes of golf on any of the challenging golf courses in Cook County, including the George W. Dunne National or Cog Hill, home of the Western Open. If you're a betting person, you'll enjoy Arlington International Race Track in nearby Arlington Heights.

Take a walk on the wild side and bring your family to the Brookfield

Zoo, just 14 miles west of downtown Chicago. Be sure and visit "Habitat Africa," where African animals can roam freely in their naturalistic habitat. If flora is more your style, visit the Morton Arboretum or the Chicago Botanic Gardens.

If you're feeling adventurous, you could bring your family to Six Flags Great America, one of the Midwest's premier entertainment centers. From roller coasters to stage shows, there's truly something for everyone.

We could go on and on, telling you about all of the other great things to do in Illinois, but you should just come and find out for yourself! If you would like to have an Illinois tourism book mailed to you, just call 1/800/ABE-0121.

Roberts to speak at General Session

Congressional correspondent Cokie Roberts, a regular panelist on "This Week With David Brinkley," will be among the featured speakers at NACo's Annual Conference, July 16-20 in Cook County (Chicago), Ill. Roberts, who is also an ABC News special correspondent, is scheduled to speak at Tuesday's (July 20) General Session.

Praised by colleagues as knowing more about Congress than its members, Roberts was born into political intimacy. Her father, the late Hale Boggs, was the Democratic House majority leader whose plane disappeared over Alaska some 20 years ago. Her mother, Lindy Boggs, was appointed to his seat, won it in her own right and served as a congresswoman from Louisiana until her retirement in 1990.

Roberts graduated from Wellesley College with a degree in political science. Her first break as broadcaster came in 1974 when her radio coverage of the coup in Greece attracted the attention of CBS and her report on the coup opened the "CBS Evening News." From there, she went to work for National Public Radio (NPR)



Cokie Roberts

Praised by colleagues as knowing more about Congress than its members...

where she remains a regular on NPR's popular "Morning Edition," "All Things Considered" and "Weekend Edition."

She has hosted "ABC's Nightline" and is seen regularly on "Good Morning America" and ABC's "World News Tonight."

Allegheny County, Pa. fire marshal's office tapped to investigate Waco conflagration

The Bureau of Alcohol, Tobacco and Firearms (ATF) has called on the Allegheny County (Pa.) Fire Marshal's Office to investigate the April 19 fire in Waco, Texas, in which cult leader David Koresh and more than 80 of his followers perished. Allegheny County was one of three independent agencies chosen for the job.

According to Allegheny County Fire Marshal John Kaus, the United

States Justice Department requested that ATF select three independent agencies best suited to handle the investigation.

Allegheny County Deputy Fire Marshal Thomas Hitchings met with representatives of the other two agencies chosen — Houston, Texas and Los Angeles, Calif. — on April 20 in Waco to develop a strategy for the investigation.

The three agencies will conduct a cause and origin investigation to determine where the fire started within the compound and how it began.

"The request for our involvement in this investigation speaks highly of the nationwide reputation our fire marshal's office has gained as a national leader in the field of fire investigation," said Allegheny County Police Superintendent Robert G. Kroner.

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COUNTIES & VOLUNTEERS

Volunteers: a good investment for San Diego County

In the mid '80s, the San Diego County (Calif.) Department of Social Services found itself faced in a situation common to many county agencies — how could it meet the rapidly increasing demand for social services with little or no additional funds.

The Department of Social Services is the largest agency in San Diego County with 3,500 employees, a customer population of 126,000 public assistance cases and a social services caseload that exceeds 100,000 persons. Even with a budget of \$673 million, providing financial assistance and social services had stretched both the county dollar and county staff to the limit.

Line staff and management in the department saw the need for activities that were impossible to fund. In some cases these tasks were the "nice to do's," but in other situations the tasks were critical to the success or failure of a client's case plan.

The department found that it desperately needed additional clerical help, the children's shelter needed structural improvements, protective services families needed more contacts, sexually abused children needed counseling, the waiting rooms needed diversions for the children, research projects needed compiling, automation projects needed programming, public assistance clients needed help completing forms, and adult protective services clients needed visiting. And the list went on.

To respond to this dilemma, the department established a program called Volunteers in Social Services (VISS). The department designated a volunteer coordinator who was responsible for volunteer recruitment, consultation, record keeping and policy-making. The volunteer coordinator also prepared a county volunteer management handbook for the staff and their volunteers.

In addition to the volunteer coordinator, the department also designated volunteer liaisons within each

division of the department. The liaisons were responsible for the direct supervision and training of the volunteers. Everyone in the department shared responsibility for recognizing the efforts of the volunteers.

At the onset of the program, the department conducted a department-wide volunteer needs assessment asking staff to define what tasks needed to be performed and why, what qualifications were needed to perform the tasks requested, what amount of time was needed to complete the task, and who would be responsible for supervising and training the volunteer. Respondents were asked to put this information into a written job description which identified the job location and staff contact person.

Once the job descriptions were completed, a series of meetings were held to explain the volunteer application procedures, record keeping policies and risk management factors. These meetings also addressed staff concerns about using volunteers. Initially, many of the department volunteer liaisons needed to be convinced that the benefits which would result from incorporating volunteers into their programs was worth the time spent in supervising and training them.

Since its inception, the VISS Program has grown by leaps and bounds. In 1992, 20,930 volunteers contributed more than 523,000 hours of service to the department — saving the county over \$5 million in personnel costs.

As impressive as these figures are, however, Barbara Penn, the department's volunteer coordinator, points out, "The biggest benefits of this program cannot be measured in dollars, but in increased community awareness of the role that the county and our department plays in assisting persons with special needs."

The key to the success of the VISS Program, according to Penn, was the department's commitment

to develop a coordinated, well-managed program right from the start. "Successful volunteer programs happen when good management practices are followed. Establishing a well run volunteer program attracts citizens and organizations instilled with the desire to become more active in their community. Our experience has been that once an individual has a good experience volunteering, they will come back again."

Satisfied volunteers recruit their friends, classmates and colleagues. In many instances, a volunteer,

aware of a departmental need, has involved his or her corporate employer in a valuable donation of resources, both financial and in-kind. Conversely, many corporate volunteers involved in one-time projects have stayed on as an individual volunteer.

To find out more about the San Diego County Volunteers in Social Services Program, contact Barbara Penn, coordinator, Volunteers in Social Services, Community Relations Bureau, 1255 Imperial Ave., San Diego, CA 92101, 619/338-2860.

Promoting volunteerism in county government

By Sandra Reinsel Markwood
project director

Volunteerism is a word that means different things to different people. For some, their vision of a volunteer is a person who regularly visits with sick patients in the local hospital or nursing home. For others, a volunteer may be an individual who helps every year at the community's annual spring cleanup day.

Volunteers have many faces and perform a variety of needed jobs in county governments across the country. In San Diego County, Calif., part of the work force at the county's eight airports are volunteers. In Glynn County, Ga., enforcers of the handicapped parking laws are trained volunteers, all of whom are disabled.

In Montgomery County, Md., a large percentage of the staff of the county's recycling program are volunteers who man the recycling hotline and make presentations on recycling throughout the community, as well as assist staff perform needed research on special topics. In Cherokee County, Idaho, volunteers transport clients of the department of Human Services to doctor

office visits, even outside of the county.

These are just a few examples of ways that county governments have effectively utilized an often untapped resource, their citizens, to provide needed services. As these counties have found out, promoting volunteerism in county government is a win-win situation for everyone involved — the county, the department staff, the volunteer and the public.

As Barbara Sheen Todd, NACo's first vice president and a long-time supporter of volunteerism, notes, "In times of tight budget constraints, increasing demands for services and mounting citizen skepticism about government as a whole, promoting the development of county volunteer programs only makes sense."

The following series of articles highlights: San Diego County's efforts to establish a comprehensive volunteer program within its department of Social Services, several successful county volunteer initiatives, details about an upcoming volunteerism videoconference which NACo is conducting in nine states in June, as well as how you can get more information on promoting volunteerism in your county.

Keys to Establishing a Successful County Volunteer Program

1 Support From the Top — Support from county elected officials, county administrators and department heads is necessary to effectively create, plan, fund and implement a volunteer program. Without such support, few programs get off the ground and far fewer succeed.

2 Staff/Volunteer Relationships — Good working relationships between county-paid staff and volunteers are critical to the success of a county volunteer program. To achieve this, management and staff must both be involved in the planning, implementation and supervision of county programs.

3 Legal Framework: Policies, Procedures and Ordinances — Written, formal policies and procedures governing the establishment of a volunteer program underscore the importance of the volunteer effort. Such policies and procedures facilitate effective treatment of volunteers and enhance the appreciation of volunteer efforts. In certain limited instances, a county's use of volunteerism in governmental service may be governed by state law.

4 Assessing the Need for Volunteers — To comprehensively plan a county's volunteer program, a complete analysis of current and potential volunteer activities should be undertaken. Only then can the county determine what types of volunteer assistance is needed and what kind of skills a volunteer would need to carry out a particular task.

5 Developing Job Descriptions for Volunteers — Volunteer job descriptions are the most important management tool in a county volunteer program. The job descriptions should define the responsibilities and tasks to be performed and should serve as a written agreement between the volunteer, the supervisor and the program coordinator.

6 Training and Supervision — To be truly effective, volunteers should not only be trained on the tasks they are to perform but also on the mission, history and services of the county and the specific department in which they are assigned. Once assigned, supervisors should view volunteers in the same way they would view paid staff and supervise them accordingly.

7 Record Keeping, Reporting and Evaluation — Reporting volunteer activities is as important as performing the volunteer function itself. Careful documentation of volunteer activities is a management tool which can be used to evaluate the program and the volunteer's performance, provide feedback to the community on the value of the volunteer program, and demonstrate the cost effectiveness of county programs as a whole — both funded and volunteer.

8 Volunteer Recognition — Volunteers need to be recognized for their contributions to the county and county services. Such recognition not only is important to retaining and motivating existing county volunteers but can also be used as a tool to attract other volunteers too.

Successful county volunteer initiatives

Allegheny County, Pa. — The county developed volunteer coordination computer software packages for county boards, councils and committees.

Brevard County, Fla. — Volunteers assist in the reduction of caseloads for judges and state attorneys by providing mediation as an alternative to court.

Forsyth County, N.C. — MANTALK volunteers serve as adult male role models for young males who are generally considered at greater-than-average risk for becoming an adolescent parent.

Hennepin County, Minn. — Vol-

unteers transport disabled clients in vans donated by local corporations.

Multnomah County, Ore. — Volunteers help develop the county-wide budget.

Westchester County, N.Y. — Senior citizen volunteers serve as aides in after-school programs for "latchkey" children.

If your county has a successful example of a county volunteer program you can share, complete the following form and return it to NACo, or contact Sandra Reinsel Markwood at NACo, 440 First St., N.W., Washington, DC 20001, or call 202/942-4235.

County Volunteer Program

County Name	Program Contact
Address	
Telephone	FAX

Please provide a description of the program, either on the form below or on an attached sheet. Include in your description, the problem or concern addressed by the volunteer initiative, the county's role in the program, the number of volunteers participating in the effort, the cost to the county, and the results.

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News from the nation's counties

North

PENNSYLVANIA

• ALLEGHENY

COUNTY Controller Frank Lucchino is recommending that his county adopt a home rule charter, saying it would transform county government and make it stronger and more responsive to the public.

Lucchino's proposal recommends an amendment to state law that would allow the Allegheny County voters to adopt the Second Class County Code as the county's home rule charter through a simple yes/no referendum. He wants to eliminate the need for a time-consuming study commission process. Efforts to adopt a home rule charter failed twice in the past because study commissions produced charters that made numerous structural changes in the form of county government that were then rejected by the voters. "It seems clear that voters were rejecting an unpopular change in government structure rather than the obvious benefits of home rule," Lucchino said.

"It's time for our citizens to govern themselves, to make local decisions at the local level instead of counting on senators and representatives from distant counties to decide what is right for Allegheny County," Lucchino said. "As the county undergoes changes in its population and the economy, there is greater need for critical decisions to be made more effectively at the local level. This is especially so considering that the county's population is greater than that of 13 states in the United States."

South

VIRGINIA

• An entirely new set of faces took command of **HENRICO**

COUNTY government earlier this month, and many of them weren't even old enough to vote.

It was all part of the 36th Annual Student Government Day hosted by the county and the school administration. This year, nearly 90 high school seniors from Henrico's seven high schools spent a day learning how county government is run.

Students filled all the top jobs in Henrico government, serving as members of the board of supervisors and the school board, county manager, school superintendent, police chief, fire chief, constitutional officers, and department heads throughout general government and school administration.

The day ended with mock meetings of the board of supervisors and the school board, with students in charge of the activities.

Midwest

MINNESOTA

• Yard waste going to compost facilities in **DAKOTA COUNTY** will have to be placed in paper bags instead of plastic bags as a result of recent action by a committee of the board of commissioners.

The Physical Development Board Committee voted unanimously to have staff prepare an amendment to the county's solid waste ordinance that will ban yard waste in plastic bags from compost facilities in the county.

The action came on the heels of a study conducted in one of the county's communities that evaluated the use of paper versus plastic bags and found that paper bags performed satisfactorily, were acceptable to homeowners, and were more efficient in the composting process. Although paper bags are slightly more expensive, the study found that fewer bags were used per household.

Paper bags require less labor to process at composting facilities — reducing costs by as much as half — because they compost along with yard waste and do not have to be handled separately.

"Once again Dakota County is leading the way in reducing waste and protecting the environment," said Board Chair Steve Loeding, who initiated the measure. "Dakota County is the first county in Minnesota to prohibit plastic bags for yard waste."

Stimulus package: "pork carry-out" or a step back from cruel neglect?

By Neal R. Peirce
Washington Post Writers Group

The solid phalanx of Republican senators seeking to filibuster President Clinton's \$16.3 billion economic stimulus package into oblivion has been having a field day finding little specks of possible pork in the proposal and then declaring the whole exercise a boondoggle.

The suggested one-time injection of \$2.5 billion into the Community Development Block Grant (CDBG) Program is the whipping boy of choice. The editorial staff of *The Wall Street Journal* combed through a 4,000-item "ready-to-go" public works list compiled some months ago by the U.S. Conference of Mayors — projects that cities might or might not eventually select for CDBG funding.

Then, in a chart entitled "Pork Carry-Out," the paper listed the worst it could find. Examples: graffiti abatement in Highland, Calif.; a swimming pool in White Plains, N.Y.; building three bike paths in Modesto, Calif.; renovating a playground in Wheeling, W.Va.; converting a brewery to an industrial park in Minneapolis, Minn.; and funding the "art ark" (housing for poor artists) in San Francisco, Calif.

The Journal's list provided instant ammunition for Texas Senator Phil Gramm, who hurried to call the CDBG package "old-fashioned pork barrel. We are talking about ice skating rink warming huts, boat docks, biking paths."

The Republican senators seem to detest these alleged abuses so heartily they're willing to sacrifice not just the special CDBG monies, but the stimulus package's \$450 million in special aid for the homeless, expanded funds for Head Start, extended benefits for the jobless and a chunk of delayed highway and mass transit spending.

OK, let's say the critics have some points. Maybe this package won't stimulate the economy with all the 219,000 jobs President Clinton

West

CALIFORNIA

• The *Sacramento Bee* recently reported that **SACRAMENTO COUNTY'S** Human Assistance Department — targeted for a \$1.5 million funding cut in the coming fiscal year — is so paralyzed by previous budget cuts that it is failing to meet some state and federal requirements, according to agency officials.

Delays in renewing aid applications, failure to investigate possible cases of fraud or overpayments and an inability to review

cases monthly are examples of how cuts are crippling the department, said Penelope Clarke, county director of human assistance. Even worse, workers are carrying burdensome caseloads, reducing the ability to develop strong relationships with clients.

"We've been cut so deeply that we're being confronted with having to make decisions concerning which regulations we're going to violate," Clarke said.

The proposed \$1.5 million cut is one of many the county is being forced to make to tackle a projected \$59.1 million shortfall for the next fiscal year.

claims. Maybe a few cities will waste some dollars. Perhaps the Administration could have been less partisan about the stimulus, reaching out for moderate Republican support before GOP senators got their backs up. Maybe, from the start, it shouldn't have been sold as an economic stimulus package at all.

But still, the measure is important. It's a small downpayment to urban America. It's a first step back from the 12 years of cold, short-sighted, intentional national disinvestment which culminated in the failure of Congress and President Bush to respond in any meaningful way to last year's Los Angeles riots.

Now, oddly enough, the Republican filibuster crew is attacking the CDBG Program that one of their own, President Nixon, authored two decades ago to free localities of micromanagement by a meddling federal government. The price of giving localities freedom, of course, is that some may foul up. Are the Republicans telling us they'd prefer inside-the-Beltway control? Or that they simply don't care?

CDBG does require fairly extensive citizen participation — generally resulting, Housing and Urban Development Secretary Henry Cisneros notes, in so much competition that few "frivolous projects" get funded. Seventy percent of CDBG funds must be used to benefit low- and moderate-income people. And if the new CDBG money is approved, HUD and public interest groups plan to form peer review panels to apply additional pressure for quality, accountable local processes.

The Republican attacks last week provoked Thomas Cochran, executive director of the U.S. Conference of Mayors, to rebuke "60-year-old white men on the floor of the Senate" — officials with ample access to swimming pools and tennis courts themselves — for criticizing mayors who seek funds for community

recreation. "It's better to have pools of water than pools of blood, better to shoot baskets than bullets," says Cochran.

The same Republican congressional crew that now calls urban aid a budget buster murmured scarcely an objection when swimming pools and all manner of expensive recreational facilities were approved as part of grotesquely oversized military budgets of the '80s. And when, one can ask, has the same bunch decried mortgage deductions for million-dollar home owners, or the hundreds of billions we're spending on savings and loan bailouts, or subsidized grazing fees and cut-rate federal water rates for big-time farmers?

Aid to the cities has declined dramatically in recent years. At the height of the CDBG Program, for example, Hartford, Conn., received \$10 million under the program. This year, it's to get just \$4.7 million — even though Hartford has close to 70 percent of its region's poor and must, as *The Hartford Courant's* Tom Condon notes, carry the accompanying baggage of "crime, drugs, welfare dependency, teenage pregnancy, hunger and broken families."

Or take Seattle. Will it be extravagant if the stimulus package is approved and the city uses its one-time \$9 million CDBG infusion to improve parks, libraries, senior centers and add \$1 million to its neighborhood matching grants program.

Seattle also hopes to garner from the stimulus package \$1 million for expanded housing and services for the homeless, \$1 million for a summer Head Start program for disadvantaged 4-year-olds, \$500,000 to improve nutritional programs for children and pregnant women, \$3.4 million for 2,000 summer jobs for youth, \$1.6 million for services to AIDS victims and \$1 million for immunizations.

If these aren't critically important expenditures for a nation to make, then what are?

Notices ... notices

CONFERENCES

■ "Alternative Medicine, Wellness and Health Care Reform: Preparing for a Sustainable Future," is the theme of the conference that will explore alternative medicine and wellness programs, practices and their significance for the national debate on health care reform. It will take place in Washington, D.C., on May 20-23.

For more information, contact Allison Malone, EEI, 66 Canal Center Plaza, Suite 200, Alexandria, VA 22314, or call 703/683-0683, or fax: 703/683-4915.

■ **Neighborhood Works** is sponsoring the "15th Neighborhood Reinvestment Training Institute," May 24-28 in Minneapolis, Minn.

Course topics include: Neighborhood Revitalization Strategies, Total Quality Management for Non-profits and Rural Home-Ownership Programs.

For more information, contact Neighborhood Reinvestment Training Department, 1325 G St., N.W., Suite 800, Wash-

ington, DC 20005, call 202/376-2642 or 1/800/438-5547, or fax: 202/376-2168.

EXCHANGE PROGRAM

■ To help local government managers meet community environmental needs with regard to Title III of the 1986 Superfund Amendments and Reauthorization Act, the **International City/County Management Association (ICMA)**, in cooperative agreement with the EPA, coordinates a Peer Exchange Program in the area of chemical emergency prevention and preparedness, and community right-to-know.

Peer exchanges continue to be an outstanding vehicle for local governments to expand and share information concerning environmental service delivery between local, state and federal government.

If you feel your community's emergency response team could benefit from, or contribute to ICMA's Peer Exchange, contact Sarah Guerra at 202/962-3649, or Anthony Crowell at 202/962-3674 or write to ICMA, 777 N. Capitol St., N.E., Washington, DC 20002.

Job market

AREA MENTAL HEALTH DIRECTOR — GUILFORD COUNTY (GREENSBORO), N.C.: MH Director to lead MH, MR & Sub Abuse Program serving Guilford County (pop. 350,000). Manage budget of \$21 million & staff of 425. Full array of outpatient & community support services; lead agency overseeing psychosocial, residential, educational-preventive services. Minimum Master's degree in MH, Public Health, Hospital or Public Admin., or related Human Services degree and four years of professional work experience in human services or health related field incl. three yrs. supervisory, administrative, or consultative experience. MH Director, by statute, is appointed by & accountable to the Area MH Board. Salary commensurate with experience (\$57,480 to \$85,632/Yr) Closing date June 4, 1993. Requires Guilford County Application. Ref. Pos. #31-00001. Apply: Guilford County Personnel Dept., 301 W. Market St., P.O. Box 3427, Greensboro, N.C. 27402, Tel#(919)373-3324. EEO/AA.

CHIEF PROBATION OFFICER — ALAMEDA COUNTY, CALIF.: (Pop. 1.3 million) Salary open DQ. The Alameda County seat is in the City of Oakland. The Probation Dept. employs approx. 800 full- and part-time staff with a total budg. of about \$38.9 million. The Dept.'s major service areas are: adult and juvenile probation, juvenile halls, an in-custody facility for seriously delinquent boys, and a crisis intervention program. The position is under Civil Service and req. a BA/BS in an appropriate field; advanced deg. preferred. Must have 5 yrs. increasingly responsible broad admin. or managerial exp. in the fields of probation or corrections. Send resumes by 5/21/93 to Norman Roberts & Associates, Inc., Attn: Norm Roberts, Pres., 12424 Wilshire, #850, Los Angeles, CA 90025-1042. AA/EEO/ADA. Women and minority candidates are strongly encouraged to apply.

CITY MANAGER — PALM BEACH GARDENS, FLA.: (Population: about 30,000) Competitive pay and benefit package depending on qualifications. Beautiful Palm Beach County suburban community known for its careful planning and "garden" environment. Incorporated in 1959. Full service, traditionally stable council/manager municipality. Manager retiring after 19 years of service. City has 230 FTE employees; current General Fund Budget of \$16,016,303. Reports to Five (5) member City Council elected at large to three year staggered terms. The Mayor is selected by the councilmembers. Responsible for City Clerk, Finance, Personnel, Treasurer, Golf Course, Police, Fire, Public Works, Parks and Recreation, Planning and Zoning and Buildings. Requires appropriate college degree (graduate degree preferred) and extensive local governmental management experience at the CEO or assistant CEO level in an organization of comparable size and complexity, strength in finance, organizational analysis; staff selection and development; oral and written communications; community, intergovernmental, public and employee relations; internal controls and management. Send resume by May 14, 1993 to: Robert E. Slavin, President, Slavin, Nevins & Associates, Inc., 3040 Holcomb Bridge Road, Suite B-1, Norcross, Georgia 30071, (404) 449-4656, FAX (404) 416-0848. Note: Under Florida's Open Records Laws, resumes are considered as public documents and must be provided to the media upon request. Should you wish for further information concerning this

matter, please call prior to submitting your resume. An Equal Opportunity Recruiter/Employer.

COUNTY ADMINISTRATOR — CHAMPAIGN COUNTY, ILL.: (pop. 177,000) Appointed by 27-member county board. The county is located in central Illinois, and is home to the University of Illinois, with a diversity of urban and rural interests. Annual budget of approximately 36 million. County Administrator is the chief administrative officer for the county, and performs administrative duties and policy functions as determined by authorizing board ordinance, and the board. Completion of bachelor's degree in business, public administration or accounting and 5 years public/private experience. Call the Champaign County Board Office, (217) 384-3772 to request an application be mailed to you. All applications will be treated as confidential. All applications/resumes must be postmarked by April 30, 1993. EEO/AA.

COUNTY ADMINISTRATOR — LANE COUNTY, ORE.: (Population 296,000) Eugene is the seat of government for this large, diverse County which stretches from the Pacific Ocean to the Cascade Mountains. Reports to a five member full-time Board of Commissioners. Coordinates with three elected department heads and supervises seven department heads. Issues include fiscal stress and the uncertainty of future revenues, intergovernmental relations, and reexamination of County services. Candidates should have experience managing a large complex organization with sensitivity and success working with elected officials and citizens. Must be innovative and have vision. Salary open and flexible, currently about \$80,000. To apply, send your resume, including five work-related references (names and phone numbers) along with current salary to: David Donaldson, David M. Griffith & Assoc., 5715 Marconi Ave., Suite A, Carmichael, CA 95608, (916) 485-8102 or FAX (916) 485-0111. Filing deadline: June 7, 1993. References will not be contacted until mutual interest is established.

COUNTY ADMINISTRATOR — LEE COUNTY (FT. MYERS), FLA.: (Population about 350,000) Highly competitive pay and benefit package; present salary \$98,000. Southwest Florida Coastal County on the Sanibel/Captiva Island Coast, Lee is one of the fastest growing counties in the nation. Exceptional quality of life amenities including outstanding climate plus a full variety of cultural, civic, medical, sports, recreation, entertainment, shopping, dining and religious facilities; schools rated as "outstanding" by the U.S. Department of Education. Administrator responsible to dynamic and cohesive now five (5) member Board of County Commissioners to manage a full service urban government with 2,000 employees and a budget of almost \$1.0 billion. Functional responsibilities include Public Works (Transportation, Utilities, Solid Waste, and Construction Services), Growth Management, Economic and Community Development, Public Services, Human Resources, Public Information, Information Management, Human Services, Visitors and Convention Bureau, Nursing & Children's Home and a major league baseball complex. Requires a Bachelor's degree in an appropriate field (Masters degree preferred) plus extensive experience as a chief executive officer or full range assistant for a growing county or city of comparable size/complexity. Experience and strength in

growth management, project financing management, employee development, organizational restructuring to enhance efficiencies and Board/management relations are required. Send resume immediately to: Robert E. Slavin, President, Slavin, Nevins & Associates, Inc. 3040 Holcomb Bridge Road, Suite B-1, Norcross, Georgia 30071, (404) 449-4656, FAX (404) 416-0848. Note: Under Florida's Open Records Laws, resumes are considered as public documents and must be provided to the media upon request. Should you wish for further information concerning this matter, please call prior to submitting your resume. An Equal Opportunity Recruiter/Employer.

COUNTY ENGINEER — PALO ALTO COUNTY, IOWA: Seeks qualified applicant for the position of County Engineer. Iowa P.E. licensed or ability to obtain Iowa license required. Salary negotiable. Based on qualifications/experience. Excellent benefits. Please send resume with cover letter by May 15, 1993 to: Board Chairman, Palo Alto Co. Supervisors, P.O. Box 95, Emmetsburg, IA 50536.

COUNTY MANAGER — CLAY COUNTY, FLA.: One of Northeast Florida's fastest growing counties is seeking an experienced County Manager. Clay County's population - 106,000. Excellent quality of life county, excellent educational system, stable economy, near large metropolitan area. Qualifications required are a graduate from an accredited college or university with a Master's Degree in Public Administration, Business Administration and at least three years experience as a manager or assistant manager; or a graduate from an accredited college or university with a Bachelor's Degree in Business Administration and at least five years experience as a manager or assistant manager; or at least eight years experience in administration of government, business or industry and be able to demonstrate by positive evidence, knowledge of county governmental operations. Maintains an annual budget of 50 million (+/-) consisting of 400 plus employees. Salary negotiable depending on experience, plus benefits, including transportation. Send resumes & salary history to: Human Resources Department, P.O. Box 1366, Green Cove Springs, Florida 32043. EEO/AA/M/F/H/V/Drug-Free Workplace.

COUNTY MANAGER — WARREN COUNTY, N.C.: population 17,265, operating budget \$11.1 million, 150 employees, is accepting applications for the position of County Manager. Manager serves as the Chief Administrator of county government and is appointed by a 5-member Board of Commissioners. Minimum qualifications: 4 yr. degree in public administration, city/regional planning/accounting/business administration or related field; 5 yrs. experience in city and/or county mgmt./personnel mgmt./program development/planning. Master's degree in public administration or related field preferred but not required. County residency required. Salary based on experience and ability. Applications/resumes to: Clerk to the Board of Commissioners, Warren County, 130 N.

Main St., P.O. Box 619, Warrenton, NC 27589. Deadline: 4/30/93. EOE/AA.

COUNTY MANAGER — WASHINGTON COUNTY, N.C.: The Washington County Board of Commissioners is seeking candidates for the position of County Manager. This position serves as the chief administrator of county government appointed by a five member board of commissioners. Applicants should possess a degree in Public Administration, Business Administration, Political Science or a related field with a minimum of three years of responsible management experience, preferably in North Carolina local government management. Coastal Community. Salary negotiable. Excellent benefits. Submit letter of application and resume to: Andrew B. Allen, Chairman, Washington County Board of Commissioners, P.O. Box 1007, Plymouth, N.C. 27962, no later than April 30, 1993. Equal Opportunity Employer.

COUNTY MANAGER/ENGINEER — LANDER COUNTY, NEV.: The Lander County Board of Commissioners has recently created this position to perform management and engineering duties for Lander County, population 6,500. Lander County has a staff of 100 employees and a budget of 10 million. The Manager/Engineer will report directly to the three member Commission. Job duties will include personnel management, fiscal responsibilities including preparation of annual budgets, coordinates operation of the public works departments, and other functions as assigned by the Commission. Qualifications required: Bachelor's degree in engineering, preferably civil, experience in local government management, and strong administrative, organization, oral and written communication skills. Salary range starting at \$40,000. Resume and salary history must be submitted to the Lander County Commission, 315 South Humboldt, Battle Mountain, NV 89820 by 5:00 P.M. May 3, 1993. For questions, please contact Heather Smith at 702-635-2885.

EXECUTIVE DIRECTOR — AMERICAN PUBLIC WORKS ASSOCIATION (APWA): APWA seeks candidates for Executive Director. APWA is a professional association with offices in Kansas City, Missouri, providing a full range of services to its membership (public works practitioners, consultants, and suppliers), including ongoing educational programs and large annual conference; furnishes information on public works activities to other organizations, and local, county, state, and federal governments; and, participates in coordinating activities in the public works field among other associations and agencies. The Association has 27,000 members located in 63 chapters throughout the United States and Canada. Director will lead staff of 70 with varying professional disciplines, and administer a \$6 million annual budget. Director is responsible for administration of all affairs of APWA and implementation of Board policy and direction; also serves as Secretary-Treasurer of APWA and the Canadian Public Works Association (CPWA) and to the Foundations and some Institutes of APWA. Director is appointed by a 16 member Board of Directors. Bachelor's degree required; graduate degree(s) in business administration, public works, public administration, or related fields preferred. Executive Director/CEO or

significant senior-level management experience in a professional association preferred; public works, public management experience similar to APWA a plus. Ideal Candidate will possess strong administrative/management experience in a large membership association plus background in public works, public administration, or related field; have strong leadership, interpersonal, communication, and public speaking skills; have a self-initiating, energetic and innovative style; and be willing to travel extensively. Salary and benefits commensurate with responsibilities; negotiable, dependent upon qualifications and experience. Applications preferred by June 4, 1993; position open until filled. Apply in confidence with complete resume, salary range preference, and professional references to: APWA Executive Director Search Committee, c/o Paul A. Reaume, President, The PAR Group - Paul A. Reaume, Ltd., 100 N. Waukegan Road, Suite 200, Lake Bluff, Illinois 60044; TEL 708/234-0005; FAX 708/234-8309. APWA IS AN EQUAL OPPORTUNITY EMPLOYER.

EXECUTIVE DIRECTOR — THE NATIONAL ASSOCIATION OF COUNTY ENGINEERS (NACE): is accepting applications for a full-time Executive Director. NACE is headquartered in Washington, D.C. and is a growing professional organization with 1,700 plus members. The ideal candidate must have experience in federal, state or local government. Past service as a County Engineer is desirable, but not required. Salary negotiable, dependent upon qualifications. Send resumes to NACE, 440 First St., N.W., Washington, DC 20001. Closing date for applications will be July 10, 1993.

PUBLIC WORKS DIRECTOR — DOUGLAS COUNTY, NEV.: Top management opportunity available with Douglas County, Nevada. Beautiful, growing rural community just east of Lake Tahoe. Douglas County offers a quality lifestyle, excellent schools and abundant winter and summer recreational opportunities. Looking for an experienced manager with diverse technical experience and highly developed organizational and communication skills. Through eight Division Heads must be capable of directing a large and diverse staff handling large scale and sometimes controversial operations. REQUIRED: College degree plus 7 years of progressively responsible experience in municipal, engineering or public works administration. SALARY: \$54,745-\$68,432 plus benefits. APPLY: Deadline-Applications must be received in the Personnel Department by Friday May 21, 1993; postmarks not accepted. For detailed information call (702) 782-9860, or write P.O. Box 218, Minden, NV 89423.

Job Market - Classified Rate Schedule

Rates: \$3 per line. (A line consists of approximately 38 characters, including spaces and punctuation marks.)

Display Classified: \$30 per column inch.

Billing: Invoice and tear sheet will be sent after publication.

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

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

Be sure to include billing information along with copy.

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

Please don't ask ...

Please don't ask for estimates on *Job Market* classified line ads. We can't estimate any better, faster or more accurately than you, if you follow the directions on the rate schedule shown on this page.

If you have any questions, or need more information on placing ads, call Hallie Townsend at 202/942-4256, or fax: 202/393-2630.

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



Chicago Hilton & Towers
 Chicago, Illinois
 July 16 - 20, 1993

Conference Registration COOK COUNTY/NACo '93 NATIONAL ASSOCIATION OF COUNTIES Postmark Deadline June, 14, 1993

Conference registration fee MUST accompany this form and must be received before registration or housing can be processed. Send check, voucher, county purchase order, claim or the equivalent made payable to the National Association of Counties. Please make a copy of this form for your records.

Please type or print clearly all applicable information requested below. Information following asterisks (*) will appear on the conference badge.

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

REGISTRATION FEES:
 Check box that applies

Member county attendee	<input type="checkbox"/> \$245	Advance postmarked after 5/28 & ON SITE	<input type="checkbox"/> \$275
Non-member county attendee	<input type="checkbox"/> \$295		<input type="checkbox"/> \$345
Other government attendee	<input type="checkbox"/> \$295		<input type="checkbox"/> \$345
Other private sector	<input type="checkbox"/> \$320		<input type="checkbox"/> \$370
Spouse	<input type="checkbox"/> \$50		<input type="checkbox"/> \$50
Youth	<input type="checkbox"/> \$30		<input type="checkbox"/> \$30
TOTAL	\$ _____		\$ _____

AFFILIATE INFORMATION – Check box that applies

- | | | | |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <input type="checkbox"/> NACRC | <input type="checkbox"/> NACCA | <input type="checkbox"/> NCECE | <input type="checkbox"/> NACHFA |
| <input type="checkbox"/> NACP | <input type="checkbox"/> NACTFO | <input type="checkbox"/> NACE | <input type="checkbox"/> WIR |
| <input type="checkbox"/> NACHO | <input type="checkbox"/> WON | <input type="checkbox"/> NACTEP | <input type="checkbox"/> NCCAE |
| <input type="checkbox"/> NACA | <input type="checkbox"/> NACHSA | <input type="checkbox"/> NABCO | <input type="checkbox"/> NACAP |
| <input type="checkbox"/> NACITA | <input type="checkbox"/> NACCED | <input type="checkbox"/> NACIO | <input type="checkbox"/> ICMA |
| <input type="checkbox"/> NACPRO | <input type="checkbox"/> NACIRO | <input type="checkbox"/> NACS | <input type="checkbox"/> NACMHD |

POLITICAL AFFILIATION

- Republican Democrat Independent

Spouse Full Name _____ Youth Full Name(s) _____

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

CREDIT CARD INFORMATION: (Check one) VISA MasterCard

Card # _____ Exp Date: _____

Cardholder's Name: _____ Signature: _____

CANCELLATION POLICY – Refund of conference registration fee, less an administrative fee of \$50, will be made if written notice of conference registration cancellation is postmarked no later than June 14, 1993. Cancellation requests postmarked June 15 or later, will be subject to an administrative fee equal to one-half of the registration fee. Conference registration fee MUST accompany this form and must be received before a registration can be processed. Send a check voucher, county purchase order, made payable to the National Association of Counties. Purchase order only holds registration. Purchase order must be paid before registering for conference.

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER JUNE 14, 1993 WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK.

HOTEL RESERVATION

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

Room Reservation Name _____ Arrival Date ____/____/____ AM
 Roommate Name _____ Departure Date ____/____/____ AM
 Do you have a special housing request? _____ Arrival Date ____/____/____ AM
 Please describe any special disability or handicap needs. _____ PM

PLEASE CHECK YOUR DESIRED HOTEL

Indicate first choice with 1. Then number other hotels from 2 to 3 in the order of preference. You will be assigned the first available room rate, closest to the rate you requested, based on availability at the time your request is processed. Each reservation requires one night's deposit.

_____ Hilton & Towers (Headquarters) \$ 119	_____ Palmer House Shuttle . . . \$ 104
_____ Hilton & Towers - Towers Level \$ 150	_____ Palmer House - Towers Level ... Shuttle \$ 140
_____ The Congress Hotel Walk \$ 79/89	

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

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

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

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

- Complete the Credit Card Authorization section of this form. The NACo Conference Registration Center can guarantee your room with the hotel by your credit card. This is the easiest way to guarantee your room reservation.
- Your acknowledgement will be sent by the NACo Conference Registration Center no later than two (2) weeks after receipt of your registration form. AFTER receiving your hotel acknowledgement, send that hotel a check, money order, claim purchase order or voucher.

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 cancelled my reservation with the hotel at least 48 hours in advance.