County News

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HUD to drop targeted accounting

By Haron Battle associate legislative director

The U.S. Department of Housing and Urban Development (HUD) will drop proportionate accounting as one of its recommendations for revising the Community Development Block Grant (CDBG) program, following intensive lobbying by NACo and other public interest groups.

Anna Kondratus, HUD assistant secretary for community development, announced, April 18, that HUD would pull the controversial measure from its list of recommendations to Congress "for the time being." However, the department will propose that grantees must spend 80 percent of their CDBG

New data base on-line

NACo has compiled a data base with information on more than 600 interlocal agreements covering a wide range of service areas in conjunction with the final phase of its interlocal agreement project.

The project was designed to provide contact information to county officials who are considering entering into interlocal agreements.

The 10 categories containing the largest number of interlocal agreements are law enforcement, road construction and maintenance, solid waste management, fire protection, park services, EMS-911 services, tax assessment and collection, natural resources management, growth management, employment and training, and jail facilities.

Information was also collected or interlocal agreements in such treas as hazardous waste managenent, growth management, drug inforcement and education, to

If you would like to obtain information from the database, or if you would like a copy of any of the agreements, contact Jim Golden, director of research, at 202/393-

funds on activities benefitting lowand moderate-income persons. Grantees are now required to spend only 60 percent of their grants on these activities.

Coupled with the 80 percent proposal, proportinate accounting would have restricted local flexibility even more by severely limiting the population that could benefit from CDBG activities.

Last fall, the department included proportionate accounting and other CDBG targeting changes among its proposals which addressed fraud and abuse in other HUD programs. The HUD reform legislation that was enacted con-

tained none of the CDBG proposals. Congress recognized that they went beyond reform and involved substantive changes in the program. NACo maintained, throughout the debate, that proportionate accounting, in particular, would severely restrict local flexibility

See CDBG, page 3

Ravenscraft hits lopsided anti-drug abuse act funding

By Donald Murray associate legislative director

Citing information from 17 states' reports on file at the Bureau of Justice Assistance (BJA), Mark Ravenscraft, Summit County, Ohio councilman and vice-chair of NACo's Justice and Public Safety Steering Committee, testified that funding for police activities dominated the 21 purpose areas enumerated in the justice block grant programs of the Anti-Drug Abuse Act of 1988.

Ravenscraft, who appeared April 24 before a U.S. House Oversight Subcommittee, noted that funding for multi-jurisdictional enforcement task forces alone represented one-half of all formula grant expenditures. "While NACo does not question the wisdom of coordinating drug law enforcement on a multi-jurisdictional basis ... we are concerned that only one component of the justice system — law enforcement — has been singled out for special funding at the multi-jurisdictional



Mark Ravenscraft (r), Summit County, Ohio councilmember testified last week before the U.S. House Subcommittee on Government Information, Justice and Agriculture. Seated (l) is Donald Murray, NACo associate legislative director.

level: What comparable priority, one might ask, has been established for multi-jurisdictional court and/ or correctional programming?" he said

Ravenscraft, a NACo board member, expressed concern that a "serious imbalance" could be created in the war on drug abuse and called for a more systematic approach. He challenged the committee to provide incentives for city-county cooperation and to actively encourage the participation on state advisory boards of general purpose See IMBALANCE, page 2

House FY91 budget boosts funds for county priorities

The U.S. House of Representatives is expected to adopt a budget resolution for FY91 that closely tracks the NACo policy statement on federal spending. NACo policy calls for cutting defense and restoring funding for critical domestic priorities while reducing the defi-

The \$1.2 trillion blueprint would meet the Gramm-Rudman-Hollings deficit reduction target of \$64 billion in FY91, eliminate the deficit entirely over five years, and thereby allow G-R-H to expire as scheduled in 1994. It was approved by the House Budget Committee on April 19 by a split vote of 21-14 along party lines

At the heart of the plan is a "peace dividend" that is much greater than envisioned by the president. The House plan reduces defense outlays by \$251 billion

over the next five years, which is about a 25 percent cut in real terms. More than half of these savings—\$144 billion— would be applied to deficit reduction. Ninety-four billion dollars would be slated for domestic initiatives and \$13 billion for related interest costs. The \$94 billion increase in nondefense outlays would allow a \$114.7 billion increase in budget authority above

See HOUSE BUDGET, page 4

America's counties

Spotlighting media relations

Kaye Braaten commissioner Richland County, N.D.

Have you ever felt unwanted or unneeded? Feel that way no more! We need you to tell the county story! Last July, at the Annual Conference in Cincinnati, President Ann Klinger asked me to chair a focus group on information, technology and media relations. At that time I realized that county story was too large



this task of telling the Kaye Braaten, commissioner Richland County, N.D.

for one focus group, one executive director, one executive board, one board of directors, or even for all of them working together.

Now, nine months later you will notice that we have a help wanted ad here in County News, soliciting the help of all of you who care about and work in county government. Much has been done in the past to tell the county story, but much more needs to be done! I am convinced that, working together, we can tell the county story in a way that is understandable and exciting!

In this information age, it is imperative that the media and the public understand county government. Getting more information to people, including our own county family, is a shared priority of NACo and the state associations. The public affairs department at NACo, with the much appreciated help of the state executive directors, is gathering as much resource information as is available on counties. These materials will be on display at the NACo Annual Conference. The display will give you ideas on how to tell the county story in your individual county settings. Our focus group has had the opportunity to see some very well done videos, educational books and an exceptional workbook prepared by the Texas Extension Service. This display should give us all a real opportunity to learn from each other! But NACo and the state associations can't do it all!

In 1991, the first National County Government Week will be held. This is a vehicle to draw attention to the excellent work counties do. We hope every county in every state will use this opportunity to focus on the services and functions performed by counties. It isn't too early to start making plans for what will be an exciting, interesting and extremely educational week!

It's up to every county official and employee to help the public and the media understand the issues facing your county today. What are your concerns? State and federal mandates, solid waste, jails, deteriorating roads, inadequate funding for social services?

Is your county like mine? One that doesn't have a public information officer or anyone in charge of media relations? Do you ever wonder how to tell the county story? There is help available through NACo's public affairs department. That department, and the expert help of the National Association of County Information Officers, will supply assistance in dealing with the news media. Please make use of this valuable service!

Personal contact and factual information are keys to good public relations. Get to know the local media and let them get to know you. Take the time to explain issues to news reporters. Become an authority they can rely on for accurate information.

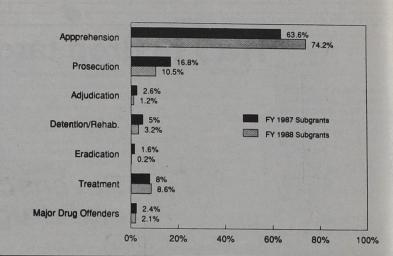
Do speaking engagements at schools and civic organizations, write articles for newspapers and magazines. Make arrangements to meet with the editorial boards of your local newspapers. Talk to your neighbors about what is happening in county government.

In the minds of most people, YOU are county government and YOU are the best person to tell the COUNTY story. It's a story we can all be proud of, a story about public service and grass roots government! Please answer the HELP WANTED ad today and ecome a SPOTLIGHTER OF AMERICA'S COUNTIES!

(Ed. Note: Commissioner Braaten is NACo's second vice president.)

IMBALANCE from page 1

Anti-Drug Abuse Act Formula Grant Funds Distribution



government officials (i.e., state legislators, county board members, mayors, etc.) who possess broad policy-making authority.

Data contained in a recent report published by the BJA ("FY 1988 Report on Drug Control") clearly indicates that more than 74 percent of the justice block grant funds in FY88 was spent on law enforcement (see chart). This compared to 1.2 percent of the funds being spent on adjudication and a mere 3.2 percent for detention and rehabilitation. Drug treatment within the

justice system received only 8.6 percent of the total funds.

"If we learned one major lesson from the LEAA [Law Enforcement Assistance Administration] program, it was the importance of viewing the justice system as a "system" and recognizing that any major infusions of funds for justice services must be carefully balanced. Strategies aimed at cracking down on drug users will not work if court and correctional agencies are overworked, overcrowded or overlooked," Ravenscraft said.

Ravenscraft disclosed that NACo random survey of 17 state found that 10 states had no elected county "general purpose govern ment" representative on the state anti-drug policy board, four state had only one county representative one state had two, and two states had no advisory board. The surve revealed that many state board which are charged with responsi bility for establishing state priori ties for justice block grants primar ily consisted of law enforcement

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They ran the good race. Members of NACo's fleet-footed running team pose with U.S. Secretary of the Interior Manuel Lujan, who was on hand to recognize participants in a 10K (6.2 miles) Earth Day race sponsored by the Clean Water Foundation, April 21. Pictured are (l-r): Fred Zeldow, Steve Lee, Dana Halkowski, D'Arcy Philps Secretary Lujan, Catherine Botts, Stephanie Helline and Tom Halkowski. Not pictured, Tom Goodman.

CDBG

from page 1

and, therefore, the range of neighborhood revitalization efforts undertaken in mixed income communities.

In addition to seeking more tareting, HUD will continue its eforts to convert CDBG into an antioverty program. Kondratas said rantees under the department's evised proposal would be required identify the jurisdiction's poverty populations, develop a strategy making use of all applicable reources for ameliorating the special roblems identified and confrontng the identified causes of poverty, utline the grantee's planned use of DBG funds and show the relationhip of such usage to the grantee's trategy, and identify the impact hat could be expected to result rom implementation of the stratgy. HUD's expanded citizen parcipation would require citizen nvolvement in formulating the mti-poverty strategy and monitoring compliance.

Grantees would be required to develop a new strategy every three years and report annually on actions taken and results achieved. Communities would have to certify compliance with these requirements. HUD could review these strategies and offer comments and suggestions.

Kondratas outlined HUD recommendations to enhance the program's flexibility. One would apply the 15 percent public services ap statewide, rather than on individual counties that participate in the state-administered program for non-entitlement communities. The second would exempt job training from the public services cap whenever persons are trained for known job openings.

In order to strengthen CDBG's bility to address local needs rough regulatory improvements, HUD supports including program come in the base when computing he 15 percent cap on public servces. In addition, it supports proiding low- and moderate-income presumption for persons residing in ederally designed enterprise zones hen such persons are hired to fill obs created by CDBG. It also would allow permission for income payments to low-income ersons when made for the express ourposes of preventing homelessless or helping persons raise themselves out of poverty.

Kondratas acknowledges that the department should engage in more dialogue with NACo and other governmental organizations.

TAKE A FEW MINUTES TO GO THROUGH YOUR GARBAGE.

Every Sunday, more than 500,000 trees are used to produce the 88% of newspapers that are never recycled. We throw away enough Americans go through glass bottles and jars to 2.5 million plastic bottles fill the 1.350-foot twin towers every hour, only a small percentage of of New York's World Trade Center which are now recycled every two weeks. Every year we dispose of American consumers and industry 24 million tons of leaves and grass throw away enough aluminum clippings, which could be composted to rebuild our entire commercial to conserve landfill space. airfleet every three months. We throw away enough

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

Because the fact is, not only are we running out of resources to make the products we need, we're running out of places to put what's left over.

Write the Environmental Defense Fund at: 257 Park Avenue South, New York, NY 10010, for a free brochure that will tell you vir-

iron and steel to continuously supply all

the nation's automakers.

you'll need to know about recycling.

One thing's for certain, the few minutes you take to learn how to recycle will spare us all a lot of garbage later.

will tell you virtually everything YOU'RE NOT RECYCLING YOU'RE THROWING IT ALL AWAY.



HOUSE BUDGET

from page

the amount assumed in an inflationadjusted baseline. Within that total, the House Budget Committee framework provides an additional \$15.7 billion in budget authority for new initiatives.

Programs that are integral to county government operations are among the top beneficiaries of the committee's redirected policy agenda. They account for roughly \$10.2 billion, or 65 percent, of the \$15.7 billion increase for domestic initiatives. Discretionary programs, especially housing, educa-

tion, justice and highway programs, would post the biggest gains.

The House Budget Committee provided \$3 billion in FY91 for a new housing initiative. This increase is in addition to the \$7.7 billion that will be available to renew expiring Section 8 rental contracts. Over the next five years, housing initiatives would gain \$16.3 billion in budget authority. The plan also increases the Community Development Block Grant by \$200 million above the baseline,

thereby assuming \$3.2 billion for this program in FY91. Education grant programs would gain \$2.5 billion in FY91 and an additional \$13.5 billion in budget authority over five years. The committee did not specify how it would spread the funds.

In the justice area, the committee increased budget authority for anti-drug programs by \$941 million in FY91 and \$6 billion over five years. Other anti-crime initiatives would gain \$334 million over baseline levels in FY91 and \$3.1 billion through FY 1995.

Annual obligations for highway programs are assumed to increase by roughly \$500 million above baseline levels, thereby increasing

FY91 outlays by \$100 million and \$5.9 billion over five years. The committee assumes that this initiative could be funded by using the highway trust fund's unobligated balances.

Among other programs that are critical to counties and slated for increases are AIDS, Head Start, Medicaid and food stamps. The House Budget Committee assumes full funding for the recently passed child care legislation.

These increases hinge on the size of the defense cut. As of this writing, the House floor debate is focused on the defense figure for which the budget committee assumed a \$32.8 billion cut in budget authority below the baseline and

\$24 billion less than the president's The committee's proposal would direct the House Ways and Means Committee to come up with \$13.9 billion in new revenues for FY91 which is similar to the level the president proposed. User fees are assumed to yield an The House other\$1.4 billion. Budget Committee has provided clear alternative to the president spending plan and provides a basi for further negotiations with th White House. The Senate Budget Committee has begun the mark-up of its FY91 budget resolution.

(This article was compiled by Haron Battle, NACo associate leg islative director and Kathy Gramp budget analyst.)

NACO ON THE MOVE

♦ Reporters from Third World and former Iron Curtain countries interviewed legislative staff Barbara Paley and David McCarthy, professor of local government law from Georgetown University, as part of a series for the Voice of America radio network. Paley spoke on county structure, responsibilities and, particularly, the environmental issues they face. The pool of reporters plan to get a close up look at county operations during their visits to Fairfax County, Va. and Charles County, Md.... In a meeting with U.S. Representative Henry Waxman (D-Calif.), chairman of the U.S. House Energy and Commerce Committee, Paley was personally thanked for NACo's help in getting the clean air bill passed.

At a conference sponsored by the American Society for Public Administration in Los Angeles, Calif., Deputy Director Ed Ferguson chaired a panel of university representatives to discuss the planning of a county research consortium. Under the project, NACo will serve as a clearinghouse for county government projects by providing access to its data base and distributing information to state associations.

associations.

◆ Legislative staff **Haron Battle** served on a panel of judges for final selection of the "Innovations in State and Local Government" awards at Harvard University. The awards program is sponsored by Harvard University's John F. Kennedy School of Government and the Ford Foundation. ... Director of Research Jim Golden also attended.

◆ NACo's corporate sponsorship program is now underway. Letters have been sent to a number of corporations asking for financial contributions to help fund county research and education programs. Don Pepe, project director for economic development,

will serve as the program's liaison.

◆ Continuing her travels to spotlight county government, President Ann Klinger met with the editorial board of the Savannah News, April 23, during her trip to speak at a meeting of the Georgia Association of Counties ... Earlier this month, Klinger attended a conference in Seattle, Wash. sponsored by the National Coalition for the Mentally III in the Criminal Justice System where she helped form "action steps" in dealing with this particular inmate population.

◆ Legislative staff Tom Joseph traveled to Atlanta, Ga. for the National Association of County Health Officials (NACHO) conference, where he attended NACHO's board meetings.

◆ As child care legislation makes its way to conference committee, legislative staff Michael Benjamin met with staff from other public interest groups to discuss the two bills ... In further lobbying on food stamps legislation, Benjamin met with staff from the Food and Nutrition Services Division of the U.S. Department of Agriculture.

The Conservation Title was the subject of a meeting NACo
 Fellow David Zimet had with U.S. Senate Agriculture Committee
 staff on the farm bill.

Annual Conference Update

Miami summers: you'll be pleasantly surprised

So, how hot are summers in Miami? This was a frequently asked question when NACo members stopped by the Metro-Dade County, Fla. booth at the March Legislative Conference.

NACo's Annual Conference is in mid-July and more than a few of those planning the Florida trip wanted to know what kind of weather to expect.

Well, you can expect it NOT to be as hot as New York, Chicago or many northern cities where summer temperatures soar to 100 degrees-plus or higher. The average daily July temperature in Miami is 82 degrees, and you can count on ocean breezes to keep it comfortable. Afternoon showers are common during the summer months,

Bond, dead at 58

Donald L. Bond, St. Louis County, Mo. councilman and eight-year member of NACo's Board of Directors died of congestive heart failure, Saturday, April 21 at his home in Florissant, Mo.

Bond, a longtime Democrat, held his county council seat for 14 years. Before that he served for 20 years on the Florissant City Council.

Memorial contributions may be sent to the Florissant Valley Sheltered Workshop, 210 St. Francois St., Florissant, Mo. 63031. but seldom last longer than a few minutes.

Although there are 15 miles of beaches to explore in Miami, you will spend part of your time in meetings indoors. Since virtually all buildings are air-conditioned, if you don't want to turn into "Frosty the Snowman," you may want to bring a light sweater or jacket.

One word of caution. Miami's great outdoor life will surely entice you into the sun during your visit, but ultraviolet rays are as much of a hazard in South Florida as they are anywhere else.

So don't forget your sunscreen. Afterall a honey-bronzed tan is the prized souvenir of a trip to the Magic City.

County News

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

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Special Report: Media Relations

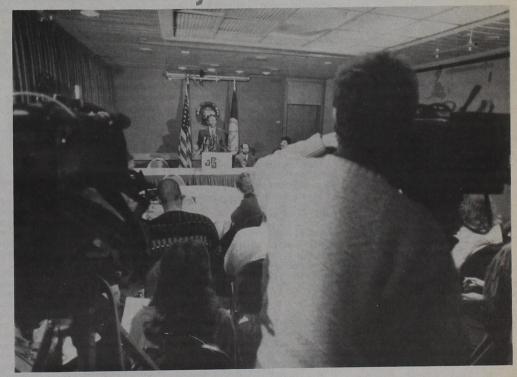
media media media media

How to deal effectively with the media

effectively

It seems that every county official has a horror story to tell about a run-in with a reporter or editor. Most follow the old adage that you don't pick a fight with someone who buys ink by the barrel. An updated version of that adage is that you don't pick a fight with a young reporter who is looking to move up to a major daily and win a Pulitzer.

Good media relations are essential for every county official. This special report contains articles on various aspects of media relations prepared by media and public affairs experts. The report provides guidelines and suggestions for dealing effectively with the media. If it doesn't answer all of your questions or you need more information, call the NACo Public Affairs staff or members of the National Association of County Information Officers.



effectively

Do not fall into the trap

Remarks you

of giving your personal

make will be attributed to

your organization, no

matter how you qualify

opinion.

your answer.

Shining with the media demands more than a well-polished image

By Michael Sheehan president
Michael Sheehan Associates Inc.

Public officials can shine in radio and television interviews by following proven techniques to communicate effectively

Working with the media is an integral part of a public official's job. Those who work well with the press know how to turn interviews to their advantage. Interview skills can be developed by following some simple rules:

Know what the interview is about. Establish your objectives and decide what you hope to gain. Decide who you want to reach. If there is nothing to be gained, you might decide not to do an interview but think carefully before declining. It may look like you were avoiding the

Provide information about yourself and your organization to enable the interviewer to ask informed questions.

Have several objectives in mind for the interview, based on what you would like the interviewer and the audience to know about your issues. This makes it easier to talk about what you want to discuss.

Determine the kinds of questions you are likely to be asked. Before the interview have someone ask these questions, so you can decide how to answer difficult ones. Don't memorize your answers.

Learn all you can in advance about the interviewer's style and the news show. Ask the interviewer what the direction of the interview will be. Offer suggestions for subjects you would like to discuss.

Find out the following information in advance of a television or radio interview date:

- · How long will you be on the air? This allows you to plan the number of messages you can communicate.
- · Do you need to provide information to the interviewer, such as a biographical sketch, copies of books or pamphlets, or slides of your logo?
- · Plan to arrive 15 minutes early to familiarize yourself with the studio.
- · For a television interview, what requirements does the station have for airing your visuals? Color slides are preferred. Visuals for TV should be in a horizontal

Interview rights

You have certain rights in an interview and you do not have to answer questions of a personal or confidential nature. Tell the interviewer why you cannot respond by saying, "I'm sorry, but that's a personal question," or "I'm sorry, but that is in litigation right now and I'm not at liberty to discuss it." You should not say, "no comment" because to most people it means guilty as charged.

Before a television interview, ask to see yourself on a monitor to find out which is your camera. Do not look at the monitor during the show as it distracts the audience.



Interview strategy

There are points to remember in your style and approach to an interview. Be yourself and don't change your style. Warmth and enthusiasm communicate well in any interview and you should choose a friendly style over a formal one.

You can avoid making a blooper by never saying anything you wouldn't want to see in print or hear played back. There is no such thing as "off the record" or "speaking for myself." If you have the slightest doubt, do not say what you are thinking.

When you are interviewed as the representative of your organization, you are never speaking for yourself. Do not fall into the trap of giving your personal opinion. Remarks you make will be attributed to your organization, no matter how you qualify your answer. If you disagree with anything the interviewer says, say so immediately. If you let a misleading or false statement slip by, people might assume that you agree with what was said. It's all right, even on television, to have notes. But notes should be just that - not a script. Notes are helpful when quoting statistics or other technical information. Make sure the notes look neat and don't shuffle through loose papers. Shuffling papers are picked up by highpowered microphones on radio shows.

If the topics you want to discuss have not been covered before a commercial break, speak to the interviewer or host during the break. Explain that you have not been asked about your most important point and you would like to talk about it next. If the host does not follow your request, find a way to bring up that point during discussions about

For radio and television interviews, assume that once a program begins, you are on the air until told otherwise. When the red light atop the camera is lit, the camera is in use.

In television interviews, do not make unnecessary movements and noises. Quick hand or body movements are difficult for the camera to follow. Don't slouch, hold your chin down, or be too casual in your sitting

In a radio interview, keep six to eight inches from the microphone, with elbows on the sensitive, so shouting is never necessary.

In a broadcast interview, assume that you are the center of interest every second. Directors often will keep you on camera when the host is speaking to get your facial reactions. Never assume you are off the air until you are out of the studio.

Do not become defensive. Even though an interviewer may be rude or hostile, never get into an argument.

Be wary of statistics. Do not assume the interviewer is using correct statistics. If you have doubts about the statistics the interviewer cites, ask the source of the statistics and express your interest in seeing a copy of them. Do not become adamant about the falsehood of the statistics because you may look foolish if they are correct.

During a broadcast interview, be on your guard in the following situations:

If an interviewer interrupts your answer with questions, say you will address those questions shortly and then continue with your response. Another tactic is to ignore the interruption, finish what you were saying and then ask the interviewer to repeat the question.

If you are asked a hypothetical question, give a hypothetical answer. Label your answer as hypothetical by saying, "That is a very interesting hypothetical question. Though I've never been in such a situation. hypothetically I would say that the best way to handle that would be to ...'

If the interviewer gives you a choice of two answers to a question, you do not have to choose between those two answers. Say "I don't think either of those answers answer the question correctly. My answer to that question is ...

If the interviewer strays from the subject, steer the interview back on track by saying," think we may be getting a little bit off track right now. What I think is more relevant than .. is the fact that ..." Then return to your main

If an interviewer attempts to link you with a guilty party, do not accept guilt by association. You do not have to apologize for, or explain the actions of, another organization. And you should not attempt to speak for someone that the interviewer may bring into conversation.

If an interviewer fires off questions without letting you answer them completely, politely say that you would like to answer them in an orderly fashion.

Controversial issues that seem removed from the subject may come up during an interview. Questions from the media regarding controversies cannot be ignored. The best way to deal with them is to provide a brief and general response and then lead the interviewer to another topic. Often, inappropriate questions can be turned around and used as a platform to talk about your own

Interview techniques

There are techniques to handle the various types of electronic interviews.

See SHINING, page 10

The media: important ally in disaster

By Rose Cummings Mecklenburg County, N.C.

When it comes to disasters, Mecklenburg County, N.C. is prepared for nearly anything. The county has held mock emergency drills or nuclear power plant incidents, airline accidents, tornadoes, fires, floods, you name

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However, no one ever dreamed of eparing for a Category 4 hurricane. After all, the county is 100 miles inland — a trip to the beach is at least a four-hour drive.

On the morning of Sept. 22, 1989, the citizens of Mecklenburg were awakened by the force of Hugo. Hugo, by the way, is also the name of Charlotte's NBA basketball team's mascot. The Charlotte Hornet's Hugo has a big stinger on his tail - and Hurricane Hugo swooped down to sting a resting

The storm had hit hard on the coast of South Carolina, but the destruction did not stop as it moved inland in a northwesterly direction through the state and into North Carolina. In Mecklenburg, century-old trees, debris and miles of power lines blocked or covered every street. Damage was estimated to be nearly \$400 million.

Several radio and television stations had damage to their broadcast towers. Power outages forced some stations off the air and many were using emergency generators to

Telephone service was limited or knocked ut in most areas. Some 235,000 Duke Power customers were without electricity. Citizens weren't able to turn on their televisions and radios or call friends and family for information. Fortunately, the rain stopped early in the day and people were able to go



Hurricane Hugo destroyed hundreds of trees in Mecklenburg County, N.C.

into their neighborhoods to assess the relations had to be good.

There is no question that Sept. 22 will be remembered as a day of dependence. As part of the emergency response team, the public service department depended on the local news media to help facilitate the county's response to the emergency.

The local media depended on the county for all official information. The citizens of Mecklenburg County depended on the media for their information. The county needed the media as much as they needed us. Media

Assessment

Crippled by the loss of power, the first challenge was finding the best method to convey information to the community. Moreover, employees needed to be informed that city and county offices were closed - on a pay day no less.

Working alongside the emergency management staff, the public service staff

See DISASTER, page 12

Fourteen ways to deal with

· Make the chief executive officer esponsible for press relations. That means ne must often speak for the corporation, outinely in times of crisis, and delegate ough authority to make the public relations pokesperson a credible source.

· Face the facts. If you screw up, admit it andidly. Avoid hedging or excuses. pologize, promise not to do it again and xplain how you're going to make things

• Consider the public interest in every perating decision. Your reputation depends ar more on what you do than on what you ay. Act accordingly. Try giving your senior PR expert a seat at the table when decisions e made.

· Be a source before you are a subject. he time to make friends with reporters is ing before trouble hits. Get to know the cople who cover your company, educate m, help them with their stories and give m reason to respect you. Determine which urnalists deserve your respect and trust.

· If you want your views represented, you ve to talk. Reporters are paid to get stories, hether you help or not. When you clam up, ey must depend on other sources — often ple like that marketing vice president you ed last month.

Respond fast. You can't influence a

story once its deadline has passed. Nor will you appear credible if you seem to be stalling. In a crisis, figure you have a day to get your

Cage your lawyers. They will always tell You to keep your mouth shut, but in many crisis situations your potential legal liability may be trivial compared with the risk of alienating your customers, employees or

Tell the truth - or nothing. Nobody likes a liar.

Don't expect to bat 1,000. PR is a game of averages, so be content if you win most of the time. Even the most flattering story will likely have a zinger or two and even the best companies get creamed now and then.

Don't take it personally. The reporter is neither your enemy nor your friend: He or she is an intermediary between you and the people you need to reach. And forget about your ego - nobody cares about it but you.

 Control what you can. Release the bad news yourself — before some reporter digs it Use your selective availability to reporters as a tool. Set ground rules every time you talk. If the public isn't buying your message, change it.

· Know whom you're dealing with. The press is not monolithic. TV is different from print, magazines are different from

newspapers, and the Austin American-Statesman is different from the Wall Street

Within a news organization will be a normal mix of individuals, some honorable and competent, some not. Do your homework on journalists before you talk to them, reviewing their past work and talking to other executives they have covered.

Avoid TV unless you feel free to speak candidly. Even then, learn to present your views in the 10-second sound bites that are the building blocks of TV stories. Use simple declarative sentences and ignore subtleties. Whenever possible, favor live TV shows over those that can edit your remarks.

Be human. Reporters - and the public usually will be more sympathetic to a person than to a corporation. If you can do it without lying or making an ass of yourself, reveal yourself as a person with feelings: Your mistakes will as likely be forgiven as criticized. Insist on being judged on a human scale, with normal human fallibility taken into account. Remember that people love to root for underdogs.

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The reporter is neither your enemy nor your friend: He or she is an intermediary between you and the people you need to reach.

Investing in information offices pays off

By Dick Davis Mercer County, Pa.

You say you can't afford a public information office? It may well be that you can't afford NOT to have a public information office.

County governments do many, many good things. Counties provide services like clean water, emergency management, education, clean water, roads and bridges, police and fire protection, care for the elderly, drug and alcohol counseling, and numerous other services that enhance the quality of life.

But how many people in your county know how many good services are provided by your county government?

A professional public information officer can't keep the "bad" stories out of the news, but that person can get a "good" story told that might never be heard otherwise. A public information office establishes and maintains regular contact with the media. But media

The office can publish various newsletters and brochures, coordinating a speakers bureau, coordinate special events like dedications and awards ceremonies, assist other county departments in public information programs and photography, and minimize the potential for misinformation during emergency situations.

In short, through the timely dissemination of accurate information, the office tells taxpayers where their dollars are going.

Your main concern in starting a public information office may be funding. How can you afford a new position or office when you don't have sufficient funding for current operations? The answer is you don't necessarily need a great amount of money.

The board of commissioners in Mercer County started a one-person office five years ago with about 40 percent of its funding coming from the county's four main human service agencies. Children and Youth Services, Drug and Alcohol Commission, Inc., Area Agency on Aging, Inc., and Mental Health/Mental Retardation pay \$13,000 toward the public information office. Children and Youth and Mental Health are reimbursed by the Commonwealth of Pennsylvania for their share; drug and alcohol, and the aging agency are non-profit, incorporated organizations.

With a population of 123,000, Mercer County is one of the smallest counties in the country to have a public information office. So, you don't need a large population, a large staff or a great deal of money to establish and maintain the office. The duties for a public information officer in a small county are varied and numerous, but basically are the same tasks performed by information offices in larger counties such as Los Angeles, Dade, Westchester and Fairfax.

Daily communication is maintained with two newspapers that cover the courthouse: about 15 other media outlets, including print, radio and television, are contacted three or four times a week, or as the need arises. Seven

of these outlets, including three television stations in Youngstown, Ohio, are located outside the county but broadcast or circulate in Mercer County

Media in Pittsburgh, which is located about 50 miles south, and state and national media and publications are also contacted i a story merits such attention. These stories are more of a feature-type and less hard, breaking news. For example, a query to a national trade magazine led to a story and national recognition for the county's bridge program. Many believe that the program is the most innovative in Pennsylvania; now,

thanks to that article, the country knows, too.

Publishing duties include a human services newsletter three or four times a year, a county government newsletter twice a year, an employee newsletter four times a year, an an employee newsetter four times a year, an annual brochure for the programs that receive NACo Achievement Awards, and a planning commission annual "goals and priorities" brochure for the board of commissioners.

Costs are kept to a minimum by hiring contract printers, using one color on publications, and mailing newsletters only to out-of-county agencies. Within the county, publications are distributed through the county's speakers bureau, agencies, schools and libraries. The information office also coordinates numerous special events in and around the historic courthouse to give county residents the opportunity to see and enjoy the historic building. These events include concerts, contests, and art displays.

Certainly, every county has conducted special events like these. And yes, you can have other administrators perform media relations on a part-time basis. Someone on your staff could also produce a newsletter, brochure or advertisement.

But it will save time, and thus money, in the long run, to have one office responsible for these duties — duties that would be carried out by a qualified person. After all, you wouldn't hire a social worker to run your finance office.

Ed. Note: Dick Davis is Mercer County's public information officer.)



DSS program helps press tell its story

Over the months, trust has been built up and a potentially adversarial relationship has become public information partnership.

By Sonya White Gaston County, N.C.

The Gaston County Department of Social Services (DSS) recognized the need to create a relationship with the media that would minimize the all too frequent comments like, 'Did you read that article on so and so?;" or "The media really crucified them on that child abuse case;" or "The only time the press covers us is when something has gone wrong and even then they don't get their facts

In 1988, the county's DSS approached a daily, regional newspaper, *The Charlotte* Observer, with the idea of writing its own biweekly column for the Gaston Observer section. The department director, John Blair suggested the idea in response to concerns such as limited coverage, a negative public perception of DSS and its clients, a lack of accurate public information regarding available services, and newspaper reporters who did not have the time to provide better

The first column was published Jan. 10,

1989. Since that time columns have been published biweekly allowing DSS to tell it's own story, showcase programs and services, dispel myths, inform the public about important social issues of concern to the community, and build a mutually supportive relationship with a local newspaper.

Over the months, trust has been built up and a potentially adversarial relationship has become a public information partnership. The editor is confident that DSS will provide him with timely, edited, material ready for print by his deadline. DSS is confident that accurate and complete information will be published regarding their

The biweekly column provides DSS with the opportunity and flexibility to choose topics that respond to issues that may be "hot" in the news. Columns are coordinated with other events that will be covered in the media. A column on adoption services offered by DSS ran during National Adoption Week. Other columns have included such topics as respite services, Child Support Enforcement Aid, AFDC emergency assistance, battered spouse shelters, teen shelters, and Black

Adoptive Parents Sought program.

The column is generated by supervisors, line workers and the DSS director. These employees lend a level of expertise and involvement with the subject matter that a news reporter does not have. The result is thorough and thoughtful reporting which is sensitive to the service providers as well as to the public's right to have accurate information. Approximately 25 supervisors and staff wrote the articles during the last

This is an innovative concept that is easily and inexpensively replicated in any size county. Staff time is the only cost involved, and the credibility built with the press and the community is well worth that. By taking the initiative, the Gaston County DSS is creating for itself the opportunity to tell the story the way it wants it told.

By being receptive, the local newspaper is guaranteed access to timely, accurate news articles ready for print. The partnership provides the community with practical articles which highlight new information and answer the most common human services

Ten ways to hurt your media relations

By Joani Nelson-Horchler associate editor Industry Week

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(Ed. Note: This article refers to media relations for corporations, but the suggestions can be easily applied to county povernments.)

For the giant company's public relations department, it was an opportunity made in heaven: In the fall of 1985 the chairman was slated to receive a prestigious award from national women's organization for promoting women to high corporate nositions.

A newspaper reporter called to request an interview with the executive — for a story focusing on his enlightened attitude toward women in business. But the reporter encountered an obstinate member of the corporation's media relations staff.

"I'm not going to bother the chairman of a \$7 billion corporation with crap like that!" retorted the staffer, a male.

Not only did the staffer fumble a chance for some very favorable publicity, but the incident also left a sour taste in the reporter's mouth — a sour taste that will probably linger for years.

Anyone can. For executives or public

relations staffers who want to provoke the press to hostility — or cultivate indifference — here are ten simple rules:

1) Throw up barricades. Insist that a public relations staffer or another intermediary shield senior executives — and other employees — from "frivolous" queries. And treat most requests as though they are frivolous. It's a great way to ensure that the human side of your firm is never exposed to public view.

2) Leave 'em hanging. Make reporters facing deadlines sweat it out for several days before returning their phone calls. When you finally do call back, simply say, "No comment."

3) Don't bother with updates. Never inform a journalist when a major development affects the accuracy of information you've provided for a story that hasn't yet gone to press. When the story appears, with outdated information on your company, simply blame the reporter for "not getting the facts straight."

4) Always talk down to reporters. This will ensure that you'll never enjoy the kind of rapport with the media that Chrysler Chairman Lee Iacocca has. (He generally treats its members as equals.) Besides

See TEN WAYS, page 12



Selling bonds to a skeptical electorate

By Daniel J. Wall County Supervisors Association of California

Nobody likes taxes, and, at first blush, voter-approved bonds may not be at the top of myone's popularity list. However, the record for voter approval in California is somewhat more complicated. Approval of state general obligation bonds has been extremely favorable. From 1980 through the nd of 1988, California voters approved 38 out of 41 state general obligation bonds for a total of \$14.1 billion.

The record at the local level in California is considerably different because of the constitutional requirement of a two-thirds majority for approval. Local general obligation bonds were only restored in 1986, after they were eliminated by the passage of California's Proposition 13 in 1978. A good midicator of the California voter's acceptance of local bonds is the performance of school construction bonds.

Californians generally have a high regard for schools and are willing to provide funding for both facilities and operations, particularly in light of recent findings that California lags behind most states in per capita school pending. In spite of this, the record for local school bonds is mixed.

Some 79 issues have been put on local ballots since '86 and only 44 have passed. Of the 35 that failed, only four would have failed if California required a simple majority for

All of this suggests that the law of averages cannot be depended upon to secure approval of local bond issues. Jurisdictions that do not aggressively pursue voter approval on bond measures run the real risk of compounding

what is likely an already serious infrastructure problem.

Elected officials and administrators interested in obtaining voter approval of a bond issue should realize that, at the most fundamental level, a bond election is a political campaign. It should be pursued with the same energy and zeal that they would have in their own elections. The commitment and involvement of all affected local officials is essential because a successful campaign can rarely be accomplished by remote control. A campaign committee should be formed and the services of a professional campaign consultant should be obtained. Of course, this means that the committee will have to raise money, but the cost of failure of the bond measure can be considerably higher than any campaign costs.

In addition to strong support by all affected local officials and agencies, the local media is a key ingredient in the success or failure of a bond campaign. The campaign staff (and there should be a committed, experienced campaign staff) should approach the local print and electronic media when the bond issue is first contemplated.

Editorial boards and radio and TV station managers should be asked for their input and support when the bond is still in its conceptual stages. If there are concerns or problems they can be identified and corrected before they become campaign issues.

The governing body of the jurisdiction seeking bond approval should keep the issue of the bond on the agenda of its public meetings throughout the year preceding the election. The benefits of passage and the consequences of failure should be a regular portion of the public record of these meetings. This is another way in which favorable media coverage can be obtained

prior to the election. And its free!

Potential opponents should also be consulted early in the process. In many cases, taxpayer groups which might oppose the measure out of hand can be educated regarding the need for the bond and the project or projects which it will fund. This has been done successfully in California and potential opponents have become campaign allies. Obviously, the broader the coalition supporting the bond measure, the greater the chance for success. One technique to ensure the broad coalition is to tailor the bond to provide a benefit to as much of the jurisdiction as possible.

An effort also should be made to mobilize every organized group in the area. Organized labor, taxpayers associations, service clubs, the chamber of commerce, neighborhood or property owner associations, the PTA, environmental groups, and the League of Women Voters are but a few of the many local groups which should be included in the bond campaign.

They, in turn, can generate additional media coverage with their endorsement message and their perspective regarding the bond issue.

If there is a personal commitment of all the local officials and a clear message of need carried by the local media, the odds for success of a bond measure are greatly improved.

Naturally, following these tips does not provide a guarantee, but the experience in California seems to indicate that voters will respond favorably if presented with clear evidence for the bond project.

(Ed. Note: Daniel J. Wall is a county revenue and taxation lobbyist for the County Supervisors Association of California.) In addition to strong support by all affected local officials and agencies, the local media is a key ingredient in the success or failure of a bond campaign.

The "do's and don'ts" of crisis communications

Before an emergency occurs, prepare a simple list of appropriate actions and distribute copies to all relevant employees. Your list might include the following instructions.

Before an emergency:

Prepare a "disaster relief" box. Maintain one at home (or an alternate location) as well as at the office. Helpful items include: media directories, your company's emergency plan, a camera and film, battery-operated laptop computer or manual typewriter, basic office supplies, a flashlight and batteries, candles and matches, first aid items, bottled water, snacks, hand-cranked radios, gloves, dust masks, hard hats, assorted tools, home numbers of key company personnel, and numbers/locations of emergency relief agencies.

During an emergency do:

escort the media everywhere on the emergency site;

appoint a designated spokesperson;

- maintain accurate records of all inquires and news coverage; provide accessible facilities and opportunities for print and electronic media; and
- coordinate the information which can and cannot be released as you implement public relations activities with other aspects of your emergency plan.

During an emergency do not:

- attempt to cover up or purposely mislead the press;
- allow unauthorized spokespersons to comment to the press;
- idly speculate on the causes of the crisis:
- deliberate on the resumption of normal operations; and speculate on damage, particularly the dollar amount of losses

(Reprinted from The Professional Communicator, Spring 1990, with permission from Women in Communications, Inc.)

SHINING

from page 6

The live interview: Upon arrival at the radio or TV studio, ask to meet the host. Decide whether first or last names will be used in the interview — as a rule, use first

Keep the audience in mind. Direct your remarks to the individual at home listening to the radio or watching television. Avoid using jargon or unfamiliar words.

The taped, edited interview: In an edited interview, make your point first - clearly and concisely. Then discuss background information. This technique will lessen the chances of having your remarks edited out of

Try to give 10- to 20-second answers. Practice and have someone time you. A lot can be said in a short time if you are prepared.

News shows: Interviews for news broadcasts require advance planning because interviews generally are brief. Use a minimum of well-chosen words to communicate your objectives.

Anticipate questions and picture your reply in the form of a newspaper headline. Try to answer questions in three sentences. Each reply should be a self-contained message, independent of any prior statement or comment that may follow.

Panel discussions: Ways to communicate more effectively in group settings include the following tips:

- · Know the positions and attitudes of your co-panelists. Anticipate their key points and be prepared to express and support your views
- · Anticipate questions and have answers
- · List the main points you want to make. Base your presentation on these points and gear your answers to them.
- · Support your position with facts. Use examples, statistics or case histories to emphasize your points and help the audience relate to them.
- · Be brief and to the point. Many panels have a time limit.
- · Prepare well-organized, concise and powerful opening remarks that focus on your

main points.

- · Maintain your composure when a question is outrageous, or when the inquirer is aggressive. Avoid being antagonistic in your responses. Show enthusiasm and confidence.
- · Don't bluff. If you are not prepared to answer or don't know the answer to a question, say so.
- · If questions come from the audience, make a mental note of a person's name and affiliation; address them by name when answering the questions, but don't overdo this technique or it will sound phony.
- Restate you view, never that of your opponent. Your answer might begin, "That may be your position, but mine is that of ...'
- Take advantage of every opportunity to make your major points. If a question is directed to the entire panel, you can say, "I think I can answer that ...

Radio call-in show: Unlike television, where the viewer is influenced by sight and sound as well as your message, radio depends only on audio. Delivery is extremely important in radio interviews; you must rely on your tone of voice to emphasize key points in answering questions.

Audience participation on many radio shows involves telephone call-in questions. A few tips will make this kind of broadcast run smoothly:

- Do not be uneasy at the prospect of handling "crank" or "crack-pot" calls. There is usually a time lapse, ranging from a few seconds to a full minute, between the time the caller addresses you and the time the comment is heard by the listening audience. This allows the engineer to "edit" what is broadcast and any inappropriate or obscene commentary is cut-off. Make sure that the show you are on has this editing capability.
- Always be on your toes. It is often difficult to determine whether a caller has finished or has paused. You must not allow too much time to lapse before answering, but neither should you be hasty and interrupt the
 - · Do not let the caller "bully" you into

giving specific comments on the telephone. Nor should you be baited into criticizing another organization.

- · Many callers thrive on upsetting the guest on call-in shows. Always keep your emotions in check. If you feel your composure begin to slip, suggest that the moderator move on to the next call.
- · At some time, you may be asked to do a "beeper" interview, which is a one or twominute tape that will be broadcast at an undetermined time or date. The interview usually consists of one question-and-answe on a topic. A word of caution: do not overtrain so that your answer comes across as a rehearsed speech. Sometimes "beeper" interviews are conducted on the telephone. Often they are taped when you are at the studio for another broadcast. These are valuable to the radio station because they can be used as "filler." They are valuable to you because they are repeated.

Appropriate attire: Let the focus be on you, not your clothing in television Wear solid colors, bright fo interviews. women, subdued for men. Avoid hats with wide brims and shiny jewelry (glittery, highly polished jewels or metal reflect studio lights). Women should wear regular make up. Men will be made up if necessary at the studio or with powder alone. On television and radio interviews, avoid noisy jewelry and loose change in pockets.

Following up: Send a thank-you note to the host of the show, the producer and the general manager. Your note should express gratitude for being on the show, and offer yourself as a future source. If you have ideas for future interviews, include them in the letter. Also report on any reaction yo received from those who saw or heard the

Keep a written record of your experience on a contact sheet, complete with names and phone numbers, which can be updated regularly. This will be handy for future use

The Council of State (Source: Governments and State Government News.)

Building Together:

Investing in Community Infrastructure

A WORKBOOK STRUCTURED TO HELP LOCAL GOVERNMENT OFFICIALS AND HOME BUILDERS FACE THE INFRASTRUCTURE CHALLENGE

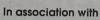


Conceived and sponsored by the

National Association of Counties (NACo) National Association of Home Builders

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Building Together: Investing in Community Infrastructure is a manual prepared to help county governments and home builders in a community face the serious challenges that will arise concerning infrastructure development, financing and maintenance in the coming decade. Restricted resources, pressing needs and heated controversy over what capital improvements a community should make and how they should be financed are the issues -- the challenge lies in gaining agreement as to how much is to be spent and who should pay. It was produced as a result of a public/private consortium of the National Association of Counties and the National Association of Home Builders in association with the Urban Land Institute and the Lincoln Institute of Land Policy. The text was professionally prepared through the efforts of the Government Finance Officers Association and their Research Center.

Published in loose-leaf notebook form, the 160-page volume lends itself to subsequent expansion (installments are planned for later release) and tailoring to fit local needs.

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Job training report

Education bill attacks literacy problems

Neil E. Bomberg research associate

On March 26, U.S. Representative Augustus (Gus) Hawkins (D-Calif) introduced H.R. 4379, the "Equity and Excellence in Education Implementation Act of 1990."

Comprised of eight titles, the bill focuses principally on improving Head Start, the primary and secondary education program. However, it does include as a title the "Adult Literacy and Employability Act of 1989." Originally introduced as H.R. 3123 by U.S. Representative Thomas Sawyer (D-Ohio), it would develop a number of important activities around adult literacy. However, unlike its predecessor, it does not make the substantive changes to the Job Training Partnership Act (JTPA) originally proposed.

Rep. Sawyer's title would require that a representative of the state JTPA program serve on a State Advisory Board on Literacy. Its purpose would be to address the needs of the 30 million Americans

considered functionally illiterate. H.R. 4379 is co-sponsored by

H.R. 4379 is co-sponsored by Rep. Hawkins and 15 of his Democratic colleagues. The bill has received no support from Republicans, who favor the president's proposal to improve education.

If adopted, Title V, the "Adult Literacy and Employability Act of 1990" would establish an Interagency Task Force on Adult Literacy comprised of the secretaries of education, labor, health and human services, and housing and urban development, and the director of the Office of Personnel Management. The Department of Education would be required to oversee all adult literacy activities.

The bill would mandate the establishment of a non-profit corporation known as the National Center for Adult Literacy (NCAL) to provide a national focal point for research, technical assistance and training, information and referral, and policy analysis.

In addition, NCAL would be responsible for establishing performance standards to measure basic skills and programs to increase the capacity of local literacy programs.

Grants to states would be made to establish centers to link with NCAL and assist locally-based literacy programs carry out their programs. And states would be mandated to set up advisory boards on literacy which would advise governors on strategies for addressing literacy issues.

The bill would amend the Adult Education Act by:

- increasing fund authorization
- developing an allotment and re-allotment of funds procedure;
 and
 - · expanding demonstration

DISASTER

projects to include those which would develop and expand innovative programs and support statewide volunteer technical assistance activities.

The program is designed to insure that job training programs provide participants with workplace literacy skills. Workplace literacy skills are defined as basic skills needed by workers to gain access to the labor market, remain employed on a long-term basis, obtain advancement within business and industry, and take advantage of jobspecific training.

The Adult Literacy and Employability Act of 1989 would allow the secretary of labor, in consultation with the secretary of education, to fund large-scale workplace literacy programs. These programs would result from grants to joint ventures between business, industry or labor in cooperation with governmenta entities at the state, regional onational levels.

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These grant recipients would be permitted, through contracts with local organizations, to secure the actual delivery of locally-based education and literacy services.

An overview of the education titles of this bill will appear in the next *County News*.

TEN WAYS from page 9

demeaning reporters' questions or comments, always act as though your time is too valuable to waste on them.

5) Be selective. Cooperate with the press only when you think that your company will reap immediate benefit from the exposure. Never cooperate merely to foster good long-term relationships and communication.

6) Throw a tantrum when the story takes a negative turn. Expect every article written about your company to be a "puff" piece.

7) Invoke the delayed-reaction "gag rule." After a reporter has identified himself or herself, the publication, and the nature of the story — and when the interview is more than half over — announce: "Of course, you'll have to clear everything I've said through our PR department. And we'll want to review your entire story before you print it." Never mind that most responsible publications won't agree to such demands.

8) Retaliate. When a

newspaper or magazine prints something that upsets you, withdraw your advertising support and impose a ban on future contacts with the publication. (Herbert Schmertz, vice president for public affairs at Mobil Oil Corp., initiated such actions against the Wall Street Journal in 1984 in response to a story he felt was unfair. The

boycott continues, but the *Journal* has continued to report on Mobil—without its input.)

9) Bring on the soap. Insist that all answers to reporters' questions be "laundered" by your public relations staff. Don't permit the writer to speak to the source directly. Some large companies—including Procter & Gamble—require reporters to submit questions to media relations officials who, in turn, relay them to executives. What the reporter gets is a carefully screened, usually sterile reply. Complains one journalist: "I no longer bother contacting P&G on a story unless it's absolutely necessary."

10) Invoke "gag rule No. 2" Invite a journalist to a meeting or interview session and, afterward, tell him or her that everything you have just said was off the record or "for background purposes only." And, later, when the reporter quotes you anyway, act surprised. Forget the time-honored ground rule: It is the responsibility of the person releasing the information to set the level of attribution before the interview begins. If attribution isn't discussed, the reporter assumes that the information is on the record. Now you know.

(Reprinted by permission as published in the May 18, 1987 issue of Industry Week. Copyright Penton Publishing, Inc., Cleveland, Ohio.)

was able to prioritize information needs. Since power was limited, those radio stations that were still on the air were targeted as the top priority. After exchanging private phone numbers, the public service department began feeding information to the stations immediately. Phones rang every

By mid-morning, communication had been established with the three major television stations, the wire services and the major daily newspaper.

few seconds for the first hours of

the crisis

Reporters knew how to reach the command center without going through a switchboard operator. This factor became crucial to the county's information dissemination plan.

Beginning with the first day of the emergency, daily news conferences were held at the same time each day. Only two city and county government officials in charge of the recovery were featured at the news conferences. The county staff, along with the city public service & information staff, prepared the copy for the spokespersons. Most radio and television stations carried the news conferences live for the first week.

The Charlotte Observer (local daily newspaper) maintained home delivery and became the most effective media vehicle. Maps of water truck locations, shelters, emergency medical stations and other information were printed daily. As the immediate crisis lessened, the need to dispose of debris became a high priority. Debris disposal sites were featured as well as status reports of the community cleanup.

Emergency kit

Before reporting to the Emergency Operations Center

(EOC), essential materials were gathered to take with us, including a current list of all local media, their private phone numbers and FAX numbers, their addresses and their "on-air" phone numbers.

from page 7

Since the EOC is located several blocks from the public service office, some office supplies were important — letterhead, government phone directories, scissors, tape and correction fluid. With information changing by the hour, corrections to last-minute copy had to be made before copies were released to the media.

Deadlines

Realizing that radio, television and newspapers had different needs and deadlines helped us maximize the media coverage. Letting reporters know a public information officer was in the EOC during the first weeks of the emergency was beneficial as reporters changed shifts. A FAX machine was used to send a consistent message to all media outlets, ensuring equal coverage.

Story ideas

As the immediate crisis passed, more regional and national reporters requested story ideas. A handy story idea sheet (updated daily) allowed us to feed the ideas of choice. For example, a group of dedicated cleanup volunteers and nurses, who were making sure emergency generator requests were being met, made great national stories

Follow-up relations

As priorities changed, the communications plan was adjusted accordingly. Less work was being done at the EOC and more at the public service department office. The FAX machine was still the primary means to disseminate daily

information to more than 20 media outlets.

Lessons learned

Looking back, a clerical support staff person was needed to compile daily information and keep up-to-date files. Reports generated in the following weeks required accurate records of all information.

While the paperwork was intact, it was not filed in an orderly manner.

Also, more documentation of activities within the EOC would have been helpful. Slides, black and white photos, and video documentation would make follow-up reports and speechs more exciting.

Media access into the EOC on very limited basis for photos and video only would have been helpful. However, in times of an actual emergency, respecting the wishes of those in charge outweighs granting the media's wishes. The process of refining the policy on this matter is being done now.

Rebuilding

As our community continues a recover and replant (thousands of trees were lost), the public service staff frequently looks back on the newspaper clippings from Sept. 2! through Oct. 22. The coverage was tremendous. The citizens were provided accurate, sometimes lifesaving information, within minutes of the passage of the eye of Hugo. The county had to depend on the media. The media had to depend on the county. It worked. The relationship is now stronger than ever. Isn't there an old saying that crisis brings people together and strengthens a relationship?

(Ed. Note: Rose Cummings if Mecklenburg County's public service and information director.)

News from the nation's counties

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• CHEMUNG COUNTY ecently began a program to help existing agencies deal with mental lealth and similarly related crisis imations.

Crisis program specialists, who received two weeks of intensive training at the Chemung County Sheriff's Department, will now be onduty from 5p.m. to 10a.m. daily, and on a 24-hour basis Friday through Monday. The specialists will help officials from a variety of agencies in making referrals to the Psych Center and other human service agencies.

Crisis team members will also go to incident scenes when necessary. For example, in a cases of domestic violence, crisis workers will deal with family issues while police confront perpetrators.

PENNSYLVANIA

• ALLEGHENY COUNTY commissioners recently announced that they will seek an amendment to a state law that would allow the county to collect delinquent taxes through lawsuits against individuals.

Currently, only local municipalities and school districts are permitted to proceed against both an individual's delinquent

property or other assets, such as bank accounts and other nonencumbered real estate. The county can proceed only against the real estate on which delinquent taxes are owed.

Under the proposed amendment, the county would be able to initiate legal proceedings against an individual's delinquent property and his/her other assets as well.

WISCONSIN

• The Wisconsin Counties Association (WCA) recently endorsed a proposal by MILWAUKEE COUNTY Board Chairman Thomas F. Ament and Supervisor Richard D. Nyklewicz Jr. urging all Wisconsin counties to include an advisory referendum on their November ballots on the issue of unfunded state-mandated programs.

The referendum question would read: "Should the Wisconsin Constitution be amended to require the state to provide full funding for any program, service or benefit that it requires local government to provide?"

Meeting in Manitowoc, the WCA board agreed to support the measure as well as work for passage of the referendum. In support of the measure, the WCA board, which included elected representatives from throughout the state, will urge district boards and each of the remaining 71 county boards to

place the question on November ballots.

South

GEORGIA

• DEKALB COUNTY was recently awarded state funds totaling \$100,000 for indigent defense under a program administered by the Georgia Indigent Defense Council.

The county has provided a public defender's office since 1969 rather than relying on court-appointed defense attorneys. Since its inception, the office's caseload has grown from 359 cases to 1,118 cases in 1989. Expenditures during that 20-year period have climbed from \$454,000 to \$1.3 million.

The public defender's office serves the Superior Court, juvenile, state, appellate and magistrate's courts. It is involved in 75 percent of all felony prosecutions in the county.

KENTUCKY

• In an effort to enhance county government's environmental activism, JEFFERSON COUNTY Judge/Executive Dave Armstrong recently announced a new program designed to use juvenile offenders to plant trees in the Jefferson Memorial Forest in

lieu of prosecution.

Some 5,000 seedlings, provided by the American Forestry Association through the Kentucky Division of Forestry, will be planted under the new program which will be administered by the county's Department of Human Services.

Midwest

MINNESOTA

• In an effort to keep worn-out "button" batteries — those commonly used in watches, cameras, calculators and hearing aids — out of the waste stream, HENNEPIN COUNTY recently initiated a program that designates 270 drop-off sites county-wide where batteries are collected to later be shipped to a metals reclamation company in New York.

In the first two months of operation, the program collected more than 30 pounds of button batteries, which contain mercury or silver.

West

CALIFORNIA

In response to growing use of

out-of-home care for children in California, county officials joined together to assess the services and strategies needed to provide real alternatives.

Their report, titled "Ten Reasons to Invest in the Families of California," was released on April 26

Conducted by the County Welfare Directors of California, the Chief Probation Officers Association of California and the California Mental Health Directors Association, the study is designed to advance policy debate on the need to invest in a continuum of family services which could promote family preservation and prevent out-of-home placement.

WASHINGTON

• SNOHOMISH COUNTY'S Solid Waste Management Division has unveiled a new program for motor oil collection in cooperation with Schuck's Automotive retail stores.

White oil-collection domes have been placed at the nine county solid waste facilities as well as at eight Schuck's stores. Residents can bring used oil to any one of the facilities for recycling purposes.

Used motor oil can be recycled into lubrication oil or can be reprocessed and burned as fuel.

Notices . . . notices . . . notices

CONFERENCES

Three seminars sponsored by the Government Finance Officers Association (GFOA) are scheduled in May. The GAAFR Study Guide and Audit Management are the topics of meetings to take place May 14-15 in Seattle, Wash.; May 21-22 in Chicago, Ill.; and May 30-31 in Boston, Mass. Chicago will also host a seminar on Advanced Financial Reporting for Governments, May 22-24.

For cost and registration information, contact Karen H. Nelson, GFOA Education Services Center, 180 North Michigan Ave., Suite 800, Chicago, IL 60601, 312/977-9700.

The National Conference of State Legislatures (NCSL) is sponsoring seminars on the welfare system and media training, May 16-17 in Arlington, Va.

Earned income tax credit, child support reform, health care, child care and job training will be explored at "Beyond Welfare." Media Training for Legislators and the Political Family" will leach attendees the fundamentals of media encounters and examine the

family's media role. Both elected officials and their spouses are encouraged to attend.

For more information, contact NCSL's Denver office at 1050 17th St., Suite 2100, Denver, CO 80265, 303/623-7800.

Two conference/exhibit events on mapping applications and automation needs of surveyors and civil engineers are being held concurrently in Atlanta, Ga., June 12-15.

Sponsored by The Harlow Report, "Intelligent Mapping' 90" will feature the latest GIS technology, computer hardware and software, and peripherals. Workshops will explore the entire design, drafting and information management function. "Surveyors Expo' 90" is sponsored by P.O.B. Magazine and will focus on the automation needs of surveyors and civil engineers.

For more information, call 1/800/451-1196 or 203/666-6097.

The National Council for Urban Economic Development (CUED) is sponsoring a conference, "Business Retention and Expansion: New Tools," June 18-19 in Boston, Mass.

Attendees will learn about business retention and expansion strategies, and how to keep their communities on the competitive edge.

For registration information, call CUED at 202/223-4735.

"CONSERV 90: the National Conference and Exposition Offering Water Supply Solutions for the 1990s" is the theme of an Aug. 12-16 conference sponsored by the American Society of Civil Engineers, American Water Resources Association, American Water Works Association and the National Water Well Association.

Workshops, panel debates, regional discussion sessions, software demonstrations, and field trips to address water supply concerns are on the agenda.

For more information, contact CONSERV 90, 6375 Riverside Dr., Dublin, OH 43017, 614/761-1711.

The National Conference of State Fleet Administrators' annual meeting and trade show is scheduled for Sept. 16-23 in

Nashville, Tenn.

For more information, contact Shari Martin, conference coordinator, Council of State Governments, P.O. Box 11910, Ironworks Pike, Lexington, KY 40578-1910, 606/231-1880.

PUBLICATIONS

"Aiding Rural Economies: A National Survey of Business Lending with State Community Development Block Grant Funds" is the second of four reports produced by the Council of State Community Affairs Agencies analyzing the state role in the block grant program in rural areas.

Copies of the study are available for \$15 from the Council of State Community Affairs Agencies, 444 North Capitol St., Suite 251, Washington, D.C. 20001, 202/393-

A report containing the conclusions and recommendations from the September 1989 National Institutes of Health (NIH) conference on the treatment of destructive behaviors in persons with developmental disabilities is available.

The conference was held by the

National Institute of Child Health and Human Development and the Office of Medical Applications of Research.

Free, single copies are available from: William H. Hall, director of communications, Office of Medical Applications of Research, National Institutes of Health, Building 1, Room 259, Bethesda, MD 20892, 301/496-1143.

"Asphalt Emulsion Surface Treatment Descriptions," a new brochure published by the Asphalt Emulsion Manufacturers Association (AEMA), defines six different types of surface treatments and reviews the advantages and limitations of each. Single copies are available for \$1.

Also available from AEMA are the proceedings of its 17th annual meeting, which include discussions of the highway program's future, and safety, health and environmental issues in the '90s. Copies are \$30 each.

To order either the brochure or conference proceedings, contact the Asphalt Emulsion Manufacturers Association, #3 Church Circle, Suite 250, Amapolis, MD 21401, 301/267-0023

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Neal R. Peirce

Medical inflation: Why care?

"An abomination" is what the Children's Defense Fund calls the state of Florida's record of health care for poor children.

The land of fun and sunshine ranks 46th among the states in providing prenatal care to poor pregnant women. Its infant mortality rate and incidence of communicable diseases among children are among the country's highest. Its short-changed publichealth budgets are a scandal.

But when a two-year-old fell into an algae-infested pool and suffered brain damage, Gov. Bob Martinez rushed to announce the state would pay \$100,000 for a high-tech experimental treatment at a Minnesota hospital.

The youngster's medical prognosis was severe impairment, vegetative life, or death. After 20 days on a sophisticated heart-lung machine, he died. Meanwhile, thousands of other poor Florida children, not lucky enough to attract media attention, received zero or grossly inadequate care.

We've all heard the heartrending cases of lovable kids receiving state-of-the-art, highly expensive treatment. The media can't resist their stories. Politicians rush to make taxpayers' dollars available for "cures." But the allegedly humanitarian nation that funds these medical spectaculars spends only 4 percent of its health-care bill on preventive services that could enrich the life prospects of millions of fellow citizens.

The same U.S. health system often does miserably for non-poor people, too. Across the globe, says Washington Gov. Booth Gardner, we rank first in gross national product, seventh in life expectancy and 17th in infant mortality.

"We're wasting perhaps \$100 billion to \$125 billion a year" through "massive misuses" of many procedures, faulty diagnoses and shoddy quality controls, says Dr. James Simmons, president of the National Leadership Commission on Health Care. Unacceptably high mortality rates, says Stanford University's health expert, Alain Enthoven, result as inexperienced hospital teams try advanced procedures. "It's the equivalent of manslaughter," he charges.

Yet with health-care costs rising at three times the rate of inflation — and doctors' salaries going up twice as fast as other Americans' — the United States is headed toward a \$1 trillion-a-year health bill by 1995.

Cleveland is trying to do something about it. A Who's Who of the city's big corporations, including BP America, LTV Steel, Ameritust and Nestle, got fed up with spiraling health prices and questionable care for their thousands of employees. Teaming up with a group of smaller enterprises and Cleveland Tomorrow, a high-powered business-civic group, they created a common front the hospitals and

Instead of corporate America's standard attempts to rein in medical costs with controls on hospitals and clinics, the Cleveland combine decided to try a "consumer checkbook" approach. It would use its clout to get from the medical system what consumers now rarely can find: reliable information on patient outcomes, satisfaction and costs.

doctors simply couldn't ignore.

One can guess the Cleveland hospitals were less than overjoyed by this overture. But it came from their biggest customers—customers with a number of seats on their own boards of directors. So, all Cleveland-area hospitals agreed to adopt by June 1991 an identical set of cost-quality measurements. And starting in

January, 1992, says Nestle's Powell Woods, "we'll use the data to give incentives to employees to use high-quality hospitals — and offer strong incentives to use the most economical among them."

Inefficient hospitals, Woods acknowledges, will get "punished," in the same way any company turning out a poor product gets punished, by customers going to the competition. Some may be forced out of business.

Presuming it is not shortcircuited by the high-voltage politics of medical care, the Cleveland experiment could start dramatic cost savings and quality improvements that would reverberate around the nation. Saving just 10 percent of costs, says Woods, would conserve \$750 million a year in the Cleveland area alone.

There are multiple loose ends: Will the Cleveland corporate group have the guts to extend publicized consumer reports to the performance of individual physicians? What substitute community care will neighborhoods get if their local hospital goes belly up?

And will Cleveland's thousands

of medically indigent people shar in the benefits? The answer is the may not. But just imagine wha would happen if state government were to mimic the Clevelan formula. Through the Medicai system, state governments are America's biggest single health care buyers except for Unck Sam. espe

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A sure bottom line is the government and business — plus all of us, as consumers — have to discover far more sensible ways of deciding where we get medical car, at the quality we insist on, and whe we pay for it. Medical care has to be demystified.

Poor people need more preventive care, to avoid costly illnesses down the road. Middle-class people, with insurance plans shrinking and care imperiled by medical mediocrity, need expanded consumer controls.

Collectively, we had better control the cost monster. Health costs add \$700 to the price of a U.S.-made auto — but only \$200 in Japan. Leave medical inflation unchecked and international competitors will be eating ever bigger chunks of our lunch.

(c) 1990, Washington Post Writers Grou

Job market

EXECUTIVE DIRECTOR CHAMPAIGN COUNTY MENTAL HEALTH BOARD, URBANA, ILL.: Progressive community of 170,000, home of the University of Illinois, is seeking an experienced professional for the position of Executive Director to the County Mental Health Board, Under the direction of an appointed nine member board, the position is responsible for directing the Board's planning, resource allocation, service coordination and program evaluation activities. Programs funded by the Board include a wide array of community mental health, developmental disabilities and substance abuse services. Operating funds for the Board of approximately \$1.7 million are provided through a county mental health tax and other The Board is particularly grants. interested in a person capable of working collaboratively with other individuals and organizations to develop a comprehensive, integrated system of community mental health services and facilities. Position requires an advanced degree in the fields of mental health, health services administration or public administration, or equivalent education, training and experience. Several years experience in managing mental health, developmental disabilities and/or substance abuse programs is also required. Starting salary is from \$35,120 to \$41,320. Send resume by May 15, 1990, to:

Search Committee, Champaign County Mental Health Board, 1905 E. Main Street, Urbana, IL 61801. AA/ EOE.

ADMINISTRATOR — RICE COUNTY, MINN.: Rice County, County seat, Faribault, Minnesota, 35 miles south of Mpls/St. Paul area on Interstate 35, seeks candidates for newly established position of County Administrator. Will serve as chief executive officer for County with population of 50,000 and 250 employees. Salary range: \$47,885-67,994, fringe benefits. Minimum requirements: substantial administrative experience and BA degree. Application deadline: May 31, 1990. For further information inquire: Joseph E. Flynn, Rice County Search Consultant, 30 East Seventh Street, St. Paul, Minnesota 55101; Phone: (612) 222-2811. An Equal Opportunity

EXECUTIVE DIRECTOR — WAS HINGTON STATE ASSOCIATION OF COUNTIES: Salary: \$68,000/year. Responsibilities of the position: plan and administer Association activities as directed by the Executive Board. Plan, direct, and coordinate state and national lobbying activities. Plan, establish, and administer Association office procedures. Prepare and propose annual Association budget to Executive Board. Administer adopted budget. Hire, supervise, and annually

evaluate Association staff. Salary: \$68,000 annually. Interested applicants should submit resumes to Personnel, 207 Fourth Avenue North, Kelso, Washington 98626, no later than May 22, 1990. Equal Opportunity Employer.

CORRECTIONS ADMINISTRATOR — LAKE COUNTY FLA.: Highly responsible administrative and managerial work in the overall planning, organization, direction and control of Correctional and Detention Facilities. Graduation from college or university with major course work in Criminal Justice, Psychology, Business or Public Administration, or related field, Master's degree preferred; and, preferably four (4) years progressively responsible administrative and supervisory experience in the corrections or criminal justice field in the overall management (custody/ security), planning, organizing and/or directing major phases of the operations and programs of a correctional institution: or any equivalent combination of related training and experience. Position Open Until Filled. Salary range: \$47,564 \$71,346. Apply at or submit resume to: Lake County Personnel, 416 W. Main St., Tavares, FL 32778, Attn: Martin, Personnel Director. EQUAL OPPORTUNITY EMPLOYER, Male/ Female. Handicapped/Veteran.

COUNTY LIBRARIAN -

CONTRA COSTA COUNTY, CALIF.: (\$63,132-\$76,740 annually) Tenth largest California County offers Department Head position responsible for managing a county-wide system with 175 employees, including 65 Master of Library Science professionals, which serves a population of 700,000. The Library cludes a Central Library and array of 17 branches plus three smaller outlets and a bookmobile, serving communities ranging from rural to urban, with a circulation exceeding 3 million. The budget for FY 1990 is 10 million, coming primarily from a dedicated share of the property tax. An access catalog is imminent. The library is a member of the Bay Area Library and Information System (BALIS), which provides a full range of cooperative services. The County Librarian reports to the County Supervisors. Applicants should have a broad background in library work, at least three years of which must have been in an administrative capacity (division head or above) in a public library serving a population of 100,000 or more or as the Director of a Library serving a population of 50,000 or more. Possession of a Master's of Library Science degree from American Library Association accredited library school is required. Official applications and supplemental questionnaire must be in the Personnel Department no later than June 1, 1990. Apply to: Contra Costa County Personnel Department, 651 Pine Street, Martinez, California 94553. Phone (415) 646-4047. EOE.

SENIOR MANAGEMENT POSITION — KENT COUNTY, DEL.: County Administrator, \$40,000-\$60,000 D.O.Q. Plus excellent benefit package. For additional information write: Kent additional information write: Kent County Levy Court, 414 Federal Street, Dover, DE 19901 or call 302-736-2040. Closing Date: 6/1/90, EOE.

ENGINEER — CHASE COUNTY, KAN.: Chase County is accepting applications until August 1, 1990, for a licensed professional engineer. Applicants must be experienced and qualified in road and bridge design, maintenance, repair and construction, and administration. Salary is open. Send resume of job experience and references to: Chawaccounty Commissioners, % Chase County Clerk, Cottonwood Falls, KS 66845, Attention: William Yeage.

C O R R E C T I O N S ADMINISTRATOR — LAKE COUNTY, FLA.: Highly responsible administrative and managerial work in the overall planning, organization direction and control of Correctional and Detention Facilities. Graduation from college or university with major course work in Criminal Justice.

See JOB MARKET, next page

Job market from previous page

sychology, Business or Public administration, or related field, Master's degree preferred; and, eferably four (4) years progressively sponsible administrative and pervisory experience in the rections or criminal justice field in overall management (custody/ rity), planning, organizing and/or directing major phases of the operations and programs of a orrectional institution; or any quivalent combination of related ning and experience. Position Open Intil Filled. Salary range: \$47,564-71,346. Apply at or submit resume to: ake County Personnel, 416 W. Main Tavares, FL 32778, Attn: Martin, Personnel Director. EQUAL OPPORTUNITY EMPLOYER. MALE/FEMALE/HANDICAPPED/ VETERAN.

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DEVELOPMENT MANAGER/
COUNTY BUILDING OFFICIAL

HERNANDO COUNTY, FLA.:
Hemando County seeks an experienced
professional to manage our
Development Department and serve as
County Building Official. In this
capacity, you would direct a
professional staff to oversee county
construction, issue building permits,
inspect new construction, license

contractor and enforce building codes. You need thorough knowledge of county, regional, state and federal regulatory and building codes. Extensive contact with other county officials, contractors and the public calls for superior human relations skills. The position requires a Bachelor's degree in urban planning, architecture, engineering or a similar field, and at least 10 years' experience

in a related position. Long-term experience may substitute for a degree. You must also have SBCCI certification as an official in a construction trade, or be a registered Florida architect or professional engineer. Our salary/benefit package is attractive and competive with similar management positons. If applying your

skills and experience in public service appeals to you, send your resume to: Hernando County, Personnel Division (CN), 20 N. Main St., Rm 260, Brooksville, FL 34601. Applications and resumes subject to the Florida Sunshine Open Records Act. Equal Opportunity Employer. MrF.H/V



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Increased understanding of county government by the media and America's taxpayers. This increased understanding will develop a greater interest in county government.

Halpin report recommends strategies for defense cuts

Suffolk County, N.Y. Executive Patrick G. Halpin has proposed that long-term strategy be devised to iversify Long Island's economy in micipation of cutbacks in defense pending.

The proposal, contained in a 70age report, "Making the
ransition," prepared by an
altragency working group, also
rges intensive efforts to help
ong Island defense firms get their
ir share of defense spending
ad to provide assistance for

workers who may be displaced by computer software manufacturing, cutbacks.

Computer software manufacturing.

The proposed commission.

The report states that diversifying Long Island's economy is the best method of reducing the potential economic shock of defense cuts. Although defense still accounts for 40 percent of Long Island's manufacturing jobs, the region has lost some 123,500 defense jobs since 1987. Among existing industries in Suffolk County poised for growth in the '90s are biotechnology and

The proposed commission, named the "LI-Peacetime Economic Adjustment Council"

bring defense firms, other business leaders, lab or representatives, community leaders, and members of the academic community together to develop a single island-wide strategy dealing with defense cuts.

The council will propose government and private sector initiatives to assist workers,

improve the competitive position of defense firms and further diversify the economy.

"We learned in our successful fight to save Grumman's F-14 fighter plane that when we speak with a single voice, we can confront any challenge. Long Island's inescapable but manageable

challenge of the 1990s is to make a smooth transition into a peacetime economy," Halpin said.

Copies of the report are available by writing: County Executive's Intergovernmental Relations Unit, 8th floor, H. Lee Dennison Building, Hauppauge, NY 11788-5401, or calling: 516/360-5020.

Counties participate in Earth Day celebration

By D'Arcy Philps NACo staff

Incelebration of Earth Day April thousands of communities toughout the world did their part foster a better understanding d respect of our environment, is event has been donned by me as the largest organized event human history.

Much of the organization and ming for this event was done at local and grass roots level, king county participation very portant. Not surprisingly, many mites took the task on and made all-out effort to support this

merch explained was eps

Kent County, Mich. is just one such example. According to Commissioner Michael G. Sak, "the environment is one of the few issues which almost any community can form a broad-based conscience on. Not only is it good for our environment, but it's good for the community in many, many aspects."

When we respect the environment we are respecting not only rivers, he said, but also other people and institutions. This brings about a sense of community which nurtures a sound community base with a high quality of life.

Kent County, which coined the slogan "Everyday is Earth Day"

hosted events throughout the entire month of April and successfully challenged many of the other Michigan counties to highlight Earth Day.

Michigan counties were by no means alone in their celebration of Earth Day. From Walla Walla, Wash. to Palm Beach Fla. counties held workshops, earth hikes; community campouts, complete with campfire singing and storytelling; concerts, from rock bands to symphonies; fund raisers to buy trees; bike-towork days; and plenty of "county clean-ups" to name just a few of the many events that were planned for this exciting, worthwhile event.

Steve Jobs to keynote GTC 90

Steve Jobs, founder and CEO of NeXT Computer Systems will be the keynote speaker at the fourth annual Government Technology Conference (GTC 90), May 16–18 in Sacramento, Calif.

GTC 90 is the largest intergovernmental technology event in the nation. Last year's conference drew more than 10,000 government and industry professionals from 36 states.

Also featured as a keynote speaker is Costis Toregas, president, Public Technology, Inc. His presentation, "Management of Change, How to Cope With the 21st Century" will focus on the changing role of government managers in the decades ahead.

On May 14 and 15, thirteen fullday workshops will be held, allowing attendees to focus indepth on key technical and management topics. These preconference sessions will cover such topics as systems integration, GIS, UNIX/Open Systems and strategic planning.

Twenty-seven educational seminars have been set on a range of topics, including: Micro-miniframe Connectivity Solutions; A New Look at Government Services – Is Profit a Dirty Word?; Joining Forces to Exploit Technology – Public, Private Partnerships; and Public Service Delivery Systems of the Future.

GTC 90 is being produced in association with a number of leading government organizations, including NACo, the Council of State Governments, Public Technology, Inc., California Supervisors Association of California, League of California Cities and the California Association of County Data Processors.



National Association of Counties

55th Annual Conference The Fountainebleau Hilton, Dade County (Miami), Florida July 14-17, 1990

✓ CONFERENCE REGISTRATION/Postmark Deadline June 8, 1990 (PLEASE READ CAREFULLY BEFORE COMPLETING AND RETURNING FORM)

Conference registration fee MUST accompany this registration form and must be received before registration or housing can be processed. Send a check, voucher, county purchase order, claim or the equivalent made payable to the National Association of Counties. Return completed form with payment by June 8, 1990 to: NACo Conference Center, P.O. Box 17413, Dulles International Airport, Washington, D.C. 20041. Please type or print clearly all applicable information requested below. Information following asterisks (*) will appear on the conference badge.

*Nickname		
*Title	Make the facilities of the same of	
*County		
Address		
City	State	Zip
Phone		
Registered Spouse (first, last name)		
Registered Youth (first, last name)		
Registered Youth (first, last name)		

☐ YES, I would like travel assistance from the NACo Conference Travel Center.

✓ REGISTRATION FEES

Check the box that corresponds with your registration category.

	EARLY-BIRD REGISTRATION Postmarked by May 15, 1990	ADVANCE REGISTRATION Postmarked May 16-June 8 and on-site Registration
Member county attendee	□ \$225	□ \$255
Nonmember county attendee	□ \$275	□ \$325
Other government attendee	□ \$275	□ \$325
Other attendee (private sector) 🗆 \$300	□ \$350
Spouse	□ \$50	□ \$50
Youth	□ \$30	□ \$30

NOTE: ALL REGISTRATIONS POSTMARKED AFTER JUNE 8, 1990 WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK.

✓ HOUSING REGISTRATION /Postmark Deadline is June 8, 1990

☐ Please make my	hotel reservation	ns as indicated below.
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☐ I do not require hotel accommodations.

Room occupant (first, last name)			
Co-occupant (first, last name)			
Arrival date	Time:	AM	PM
Departure date	Time:	AM	PM
Special housing request			
Housing disability needs			

PLEASE CIRCLE YOUR DESIRED ROOM RATE:

Indicate your FIRST choice hotel with number 1. Then number other hotels from 2 to 8 in the order of preference. If your FIRST choice is unavailable, reservation will be made at the next available hotel according to your ranking.

HOTEL		SINGLE	DOUBLE	
Fountainebleau Hilton Eden Roc Doral Ocean Beach "The Alexander Clarion Castle Omni International Marriott Biscayne Bay Inter-Continental	FFFSSSS	\$ 99 \$ 70 \$ 95 \$100 \$ 85 \$ 80 \$ 89 \$ 90	\$109 \$ 70 \$ 95 \$150 \$ 85 \$ 80 \$ 89 \$ 90	DO NOT SEND HOUSING DEPOSITS WITH REGIS- TRATION PAYMENTS. Follow the "Housing Deposit" Instructions. HOTEL LOCATION CODE: F-Within walking distance of the Fontainebleau Hilton S-Shuttle bus provided.

^{*} All suite hotel - one bedroom suites \$100, Two bedroom suites \$150

✓ CANCELLATION POLICY

Postmark deadline: June 29, 1990

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 29, 1990.

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CREDIT CARD AUTHORIZATION

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Credit card company	
Card number	Expiration date

The NACo Housing Center and/or the NACo Conference Travel Center authorized to use the above card to guarantee my hotel reservations and/or to issue airline tickets reserved by me to attend this conference. I understand that one night's room charge will be billed through this card if If a to arrive for my assigned housing at the confirmed date unless I have cancelled my reservation with the hotel at least 48 hours in advance. I also understand that I may return any unused tickets for travel purchased by this card for full refund as a result of this cancellation unless the fare term published by the airline carry a cancellation penalty.

Cardholder's signature	Date _

For further registration or housing information, call the NACo Conference Registration Center (703) 471-6180. No registrations or reservations can be accepted by telephone.

✓ HOUSING DEPOSITS

A mandatory room deposit is required in an amount equal to one night's room charge. It is hotel policy that each room reservation be guaranteed by either of the two following methods:

- Complete the Credit Card Authorization section of this registration housing form. The NACo Conference Registration Center can guarantee your room with the hotel by your credit card.
- 2. Forward a check, money order, claim, purchase order or voucher directly to the hotel indicated on the Conference Registration/Housing Acknowledgement you will be receiving from the NACo Conference Registration Center.

✓ SPECIAL DISCOUNTED AIRFARES

Special discounted airfares are available for attendees to the Annual Conference through the NACo Conference Travel Center. These special discounts begin at 40% off coach without restrictions and are not available through your local travel agent. Phone (800) 368-3239 or (703) 471-0460 make your reservation.

✓ AFFILIATE INFORMATION

Please check the affiliated groups to which you belong

NACRC	□ NACCA	□ NCECE	□ NACHFA	□ NACP
□ NACTFO	□ NACE	□ NACIO	□ NACHO	□ WON
□ NACTEP	□ NCCAE	□ NACA	□ NACHSA	□ NABCO
□ NACAP	□ NACDPA	□ NACCED	□ NAMHDAD	DDPD
□ NACPRO	□ NACIRO	□ NACS	□ WIR	□ ICMA
Political Affiliation				
☐ Republican	☐ Democrat	☐ Independent		

For	OFFICE	USE ONLY	
		RCVD:	

PSMRK:		KCVD:		
PYMT:	T:		_ S:	
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[☐] Please contact me regarding suite information and availability.