

County News

NACo - Celebrating 60 years of service to counties!

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Nearby county offices withstand force of blast in OK City

By Susan D. Grubb
senior staff writer

It was just after 9 a.m. on Wednesday, April 19, when Oklahoma County (Okla.) Board Chair Shirley Darrell and her department heads were sitting down for a staff meeting on the sixth floor of the county office building. While gathered around the table sipping coffee, the building began to shake. "I didn't know if it was an airplane crash," she said.

When the building first shook, it was "a light jar," explained Donald Darrell, the county's emergency management director, who was at the table with Darrell. But with the second stronger concussion, the group ran to the windows. "We saw the smoke plume and knew it was near the federal courthouse. ... I've got to tell the group and ran out of the conference room.

They would soon find out it was a 900-lb. bomb placed in a rental truck that had exploded in front of the Alfred P. Murrah federal building three blocks away, slicing the building in half and killing 164 people, including 19 children.

County offices damaged, 11 injured

The complex of county offices, three blocks behind the federal building, were immediately evacuated and closed on Thursday and Friday. Approximately 1,000 employees work in the complex, which consists of the courthouse, county office building and a multi-level parking garage.

The force of the blast left several broken windows, caved-in ceilings and cracked walls at the complex. At this time, officials had no monetary estimate on the amount of damage done.

Less than 10 county workers were injured, reporting mostly scratches.



Oklahoma County offices, three blocks behind the bombed-out federal building, sustained broken windows, caved-in ceilings and cracked walls.

Photo by Ace Aerial Photography, Inc.

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I N S I D E

Deeply touched by the generosity of other counties during the devastating summer floods of 1993, Polk County, Iowa sends a team of crisis counselors to Oklahoma County cope with its grief. **page 2**

President Randy Franke presses Senate leader Packwood on welfare reform. **page 2**

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Polk County, Iowa reaches out to Oklahoma colleagues

By Beverly Schlotterbeck
editor

When Polk County (Iowa) Board Chairman Jack Bishop heard of the bombing in Oklahoma City, April 19, one of his first thoughts was, "How can we help?" Mindful of the generous assistance his county received in the wake of the great Midwestern summer floods of 1993, Bishop wanted to give something back in gratitude for that generosity.

He knew Oklahoma City's residents didn't need sandbags or fresh water or road equipment — items furnished to his county during the floods. He suspected what they would need, however, were counselors to help the community deal with the grief and fear left in the bombing's wake.

The next day, Bishop gathered his top managers to flesh out the details of sending a crack team of grief and victim assistance counselors from the county to Oklahoma County.

Enter Polk County's 20-year-old Victim Assistance Program, among the oldest in the nation. With staff well-trained in crisis counseling — staff who accompany the police or medical examiners when they notify families that a loved one has



Sharon Thomas, manager
Polk County (Iowa)
Victim Assistance Program

been murdered or brutally assaulted — the program was a natural starting point. "We consider these people [the bombing victims] to have been murdered," Bishop said.

His office began the job of making travel and communications arrangements — getting cellular phones, making room reservations, arranging for corporate jets to transport team members to Oklahoma City.

Eventually, Polk County would field a team of six grief and crisis counseling specialists rotating in and out of Oklahoma City as the situation demanded.

Sharon Thomas, program man-

ager for victim services, and John Patscott, director, Polk County Employee Assistance Program, were the first to arrive, Friday, April 21.

They became immediately engaged in counseling families who had gathered at the First Christian Church, which became the central location for those awaiting word about the fate of relatives in the Murrah Building.

"I have to say, in my mind, that church was doing what churches should do. It really did provide sanctuary for those families. People were there all the time, keeping the bathrooms clean, keeping them well-stocked with disposable diapers or mouthwash, little things that make a situation easier," Thomas said.

She and her colleagues arrived at the church each morning and were assigned three families each. They made themselves available and helped debrief the families, asking them questions such as, "Where were you when this happened? What was your reaction?" — questions intended to help families cope with their own exploding fear, anger, rage and anxiety, Thomas explained.

After four days at the church, the Polk County team shifted its focus to Oklahoma County employees, some of whom, like the county roads department, were among the first to

arrive at the bombing scene to help remove debris.

The blast from the bombing, easily felt 20 miles away, had a far greater impact at the county complex, only three blocks away from the federal building. Windows were blown out. Desks overturned. In fact, the very first reports had the county, not the federal, building bombed, Thomas said.

In addition to their fear about damage to the structural integrity of the office and courthouse building complex, employees were also grappling with the damage done to friends and colleagues. "Most of the employees had, at least, a casual acquaintance with someone at the Murrah Building, and some had co-workers with family members who were lost in the bombing. There were some real frightened people," Thomas said.

By the end of the week, the Polk County counselors had debriefed about 300 Oklahoma County employees and were scheduling individual appointments for those who believed they needed additional assistance. "I felt lots of concern on the part of the supervisors that there be help for the employees," Thomas related. For their part, the employees were "very grateful that [we] were there."

It also helped that both counselors and counselees shared the common

bond of county employment. "It made it easy for us," Thomas said. "We could recognize many of the same types of individuals that we know at home — a department 'mother figure,' for example."

Thomas expects that their work with the county's employees should be complete by May 5, although, she added, they will stay as long as they needed. In response to a question about how she was feeling, Thomas, a 20-year veteran of crisis counseling, says, "Right now, I'm prenumb. I really need to get back to my support group — my family, my husband."

Yet, she adds softly, "I will never, ever forget these people. Just hearing the pain they have gone through has given me additional respect for people's coping skills. As awful as it is, you're truly looking into hell. I feel a renewed faith in people. ... It's a real inspiring thing. I've been part of and witnessed."

County urban search and rescue teams

Within hours of the blast, the Federal Emergency Management Agency (FEMA) had activated its 26 urban search and rescue teams to assist Oklahoma City. Generally 50-60 strong, the teams number among the best of the country's best fire and rescue squads.

The concept of rapid response rescue teams got its start after several local fire and rescue squads among them Fairfax County, Va., on contract with the State Department, traveled to the then-Soviet Union in 1988 to participate in search and rescue efforts associated with the Armenian earthquake which killed nearly 25,000 persons. Impressed with the operation, FEMA petitioned Congress to set up a similar domestic network. Legislation authorizing the teams passed in 1990.

Throughout the days following the Oklahoma bombing, teams from Fairfax County, Va.; Montgomery County, Md.; Los Angeles County, Calif.; Metro-Dade County, Fla.; and Pierce County, Wash. joined with other teams from across the country in helping the Oklahoma City squads search the collapsed Murrah Building for survivors.

Pulling 12-hour shifts on a ritual of removing debris by hand and hoping for survivors, the teams work seven-day assignments, then return home.

"You get to your cot and you're absolutely trashed," said Fairfax County team member Stephen Schmidt, who was quoted in a *Washington Post* story on the return of the Fairfax County team.

"But your mind is going about 100 miles an hour from the way you've been doing. You can't stop for a second out there, somebody's going to get hurt. Then, after all that, you have to wind. It's very tough."

NACo takes welfare reform concerns to Senate

By Marilina Sanz
associate legislative director

NACo continues to press its concerns about the negative impact welfare reform, as currently configured in House-passed legislation, will have on the nation's children.

In a letter sent to Senate Finance Committee Chairman Bob Packwood (R-Ore.), NACo President Randy Franke cites the association's overriding concern for the protection of children and stresses that programs such as Aid to Families with Dependent Children (AFDC), Foster Care and Adoption Assistance, Medicaid, and Food Stamps provide a basic safety net for children, and that, therefore, NACo supports maintaining their federal entitlement nature.

The Senate Finance Committee is expected to consider a welfare bill at the end of May. It may go to the Senate floor some time in June.

Provisions such as family caps, elimination of cash assistance for teenage parents and their children, and reducing benefits to children pending paternity establishment even if their mother is cooperating, go against the concept of greater flexibility and could further hurt children.

The letter added that NACo supports alternatives such as encouraging teenage parents to live with a responsible adult.



Randy Franke
NACo president

The denial of benefits to legal immigrants is unfair, the letter states, and will result in considerable cost shifting to local and state governments. Franke cited Los Angeles County's (Calif.) estimate that the loss of AFDC and Supplemental Security Income (SSI) eligibility will cost it \$500 million a year, apart from any loss in Medicaid.

While NACo generally supports the concept of time-limited assistance, this must be accompanied with a sound service infrastructure that includes jobs, education and training, and support services.

Franke also took aim at arbitrary participation requirements, characterizing them as excessive and counterproductive, and suggesting they should be replaced with mutually

Programs such as Aid to Families with Dependent Children (AFDC), Foster Care and Adoption Assistance, Medicaid, and Food Stamps provide a basic safety net for children.

negotiated outcome measure in which states are judged by their progress toward achieving these goals.

He also brought to Packwood's attention the fact that poorly funded block grants and cuts in eligibility will force counties to bear the unshared costs. In the face of these cuts, counties must be involved in planning the design and delivery of services in their communities.

If block grants are implemented, he suggested that they include adequate implementation time and a formula for funding increases, particularly in case of economic downturn. He also suggested that there may be programs that should be consolidated, such as some of the discretionary child welfare and family preservation programs.

Franke took this opportunity to raise another issue that also falls under the jurisdiction of the Finance Committee — the proposals to cap Medicaid. NACo opposes the Medicaid cap because it will shift costs to counties and hospitals.

In closing, he urged Packwood to consider the cumulative impact of the changes included in the House bill, such as a block grant for foster

care coupled with reductions in SSI coverage for disabled children, and whether county and state governments can absorb all these changes at once.

How the Finance Committee lines up on welfare reform

There seems to be widespread support among Senate Finance Republicans and Democrats for some of the issues raised in Franke's letter, such as eliminating the restrictions on family caps, teenage mothers and legal immigrants, and additional funding for child care. There is also growing support for keeping the entitlement nature of the foster care program.

One of the most interesting debates is likely to center on the nutrition programs. Senator Richard Lugar (R-Ind.), chairman of the Agriculture Committee, and Senator Packwood have said that they support a block grant for Food Stamps. It seems, however, that the Family and School-Based block grants may not be adopted by the Senate. This would be the exact opposite of the House bill.

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OKLAHOMA COUNTY from page 1

One of the most serious was a woman in the court clerk's office who was struck in the back of the head by a shard of glass.

The buildings were closed on Thursday and Friday. County maintenance workers were brought in over the weekend to clean up the debris. Officials from the Department of Labor and University of Oklahoma were brought in, as well, to assess the danger from asbestos that had fallen through the ceilings. (The county is under an asbestos management plan.)

Services went generally uninterrupted, except for the three days at the downtown offices. Other agencies, such as highways and roads, public assistance, job training and the county pharmacy, are in more remote locations and were unaffected.

No records were lost either. During the evacuation, the computer services director was able to shut down the computer system before he left the building.

County serves as backup in rescue effort

A handful of volunteers from Lynch's department were on the scene in the first few hours, but the agency has served primarily as backup to the rescue operation by coordinating any county resources that may be needed, such as respirators and filters to help rescuers contend with the dust and dump trucks to help haul away the debris.

His group also keeps the rescue teams updated on any weather changes that may hamper their efforts. The department is also helping with the cleanup of county offices and building security.

During the first few hours after the explosion, the sheriff's department participated in the rescue, but then the FBI, along with the Oklahoma City Fire Department and crews flown in from other states, took over.

Now, sheriff's deputies are helping with traffic and crowd control. The department's lab technician, however, has continued working with search and rescue teams in identifying bodies.

"We expect tornadoes, we work tornadoes," said Sheriff J.D. Sharp, "but we didn't expect to work anything like this."

"We saw the smoke flume and knew it was near the federal courthouse."

Donald Lynch
county emergency management director

To his surprise, Sharp said there were no reports of looting after the bombing. "It traumatized so many. It even traumatized the thieves."

His attendance at a meeting with a group of realtors across town saved County Clerk John Garvey from serious injury. The impact of the blast blew in his courthouse office windows, leaving a 20-foot path of glass to the door. He heard a blast and felt the building shudder.

After making his way back to the office around 2 p.m., he held an impromptu meeting with staff on the street and then walked the three blocks to the bomb site. "It wasn't Oklahoma City," he said sadly, outraged by the loss of life and devastation. "The question shouldn't be 'Why here?' The question should be 'Why anywhere?'"

Garvey believes one of the greatest stories to come out of the disaster is that people from other parts of the country, who have come in to help, have seen that "we're some of the

most genuine and generous people they've ever met."

"It's amazing the outpouring of generosity from the community and around the country," he added. "We have all the resources we need at this point."

Some lose family, friends

The devastation was more deeply felt by some county workers who lost family and friends, including Jannie Coverdale, who works in the county assessor's office. Her two grandsons, Aaron, 5, and Elijah, 2, who had been living with her, were in the daycare center that day.

A former U.S. marshal, County Commissioner Stuart Ernest lost more than 20 friends he used to work with in the Secret Service, according to his spokesman. Ernest was at a funeral and was unavailable for comment.

"We're attending funerals," said Garvey, who had just returned from one for a 23-year-old woman he used to coach in high school. Julie, he explained, was a Spanish interpreter in the Social Security office. "I hope these funerals are healing all of us."

Emergency disaster leave has been instituted to accommodate those employees whose friends and families were involved in the bombing, as well as for those who were emotionally distressed by the incident. "We're trying to take it easy on employees," said Darrell, who described the office atmosphere as quiet and somber.

"There were attempts to be productive," remarked Garvey, when workers returned to offices on Monday. "But I noticed that employees were sharing their stories and experiences."

County tightens security

Since the bombing, police are patrolling inside county offices,

checking all vehicles making deliveries, and prohibiting parking in front of the buildings, according to Commissioner Buck Buchanan. They are also stepping up enforcement of a policy requiring all county employees to wear ID badges.

County officials had already been considering stronger security measures such as cameras inside and outside the buildings and electronic scanners, "but you've got to have money to do it," he said.

"You can't make this building a bunker," added Garvey. "People look to us every day for services." Darrell was not surprised the bombing was committed by a domestic group. "We have not noticed [the] frustration, anger, hatred that are going on in this country. ... It's always easy for us to blame someone else." She is aware of some paramilitary groups in the outlying areas of the county and believes they should be more closely monitored.

The county has had some minor incidents with white supremacists and tax revolters, offered Sheriff Sharp, but no problems with paramilitary groups.

A community determined to overcome

It will be a long time before things return to normal, contemplated Darrell, who would like to see the federal building razed. "We'd be better off if the building is leveled and made into a memorial park."

As recovery efforts continue and the city tries to get back on its feet, County Clerk Garvey echoes the sentiments of many of the residents who are determined to overcome the tragedy: "We're bigger than this. We're going to prosper. ... We're not going to be remembered for being a footnote in history."

"John Doe #1" sits in county jail for two days before FBI capture

By Susan D. Grubb
senior staff writer

In the quiet farming town of Perry, about 60 miles north of Oklahoma City, county court officials were unaware that the FBI was piecing together the evidence that would lead them to the man sitting in a jail cell on the fourth floor of the Noble County Courthouse.

Before Friday, April 21, Perry, Okla. was known as "The Wrestling Capital of the World," said Noble County Board of Commissioners Chair Jim Lemon, a place where the local high school landed 25 state wrestling championships. Now it's likely to be remembered as the spot where the FBI pinned down one of the suspects in America's most deadly incidence of terrorism. But their man almost got away.

Less than ninety minutes after the bombing, 27-year-old Timothy McVeigh was pulled over by a state trooper on Interstate 35, just outside of Perry, for driving without license plates. However, the officer discovered an illegal firearm under his jacket and arrested him on a concealed weapons charge and transported him to the county jail in Perry.

According to Commissioner Lemon, McVeigh was supposed to have had his bond hearing the following day, on Thursday. Had the hearing been held, it's possible McVeigh would have posted \$500 bond and left, however, a divorce proceeding went longer than expected and backed up the court docket.

It was on Friday morning around 9:30 a.m. that Noble County Assistant District Attorney Mark Gibson was waiting for McVeigh to be brought into the

courtroom when Sheriff Jerry Cook entered and handed him a note saying McVeigh might be one of the bombing suspects.

"God was smiling on us," responded Gibson, when asked how it felt to come so close to releasing one of the most wanted men in America.

Gibson and the other court officials didn't make the connection between the widely distributed sketch of "John Doe #1" and McVeigh, who it turned out to be. "You get past the haircut, and there are a lot of dissimilarities," said Gibson. "Sketches don't show character. ... He had very serious eyes."

Lemon, who heads up the Salvation Army in Perry, had been driving around town collecting boxes to use for donated items for the families affected by the bombing around 12:30 p.m. on Wednesday, when several highway patrol

cars sped by, waving him back into town. "I thought a prisoner had escaped," he recalled.

Within about 30 minutes, the courtyard in front of the courthouse began to fill up with people and satellite-mounted news trucks, he explained. "Within two hours, it was a zoo."

"I moved from San Diego to get away from the excitement," said Lemon, who was caught on camera in the widely broadcast footage of federal law enforcement officers leading the suspect out of the courthouse. "This is not quite what I had in mind for my character. ... 15 minutes of fame."

The spotlight on this town of 5,000 will fade when "John Doe #2" is caught, expects Gibson, who was awaiting a crew from the television show, "America's Most Wanted." "A lot of people here in Perry feel their innocence is lost," he said.

How you can help

If you would like to make a donation toward the relief efforts in Oklahoma City, the following organizations are accepting contributions:

American Red Cross

Financial donations may be made by calling 800/HELP-NOW (800/435-7669). It will accept contributions over the phone through MasterCard, VISA, American Express or Discover. Donations to the Oklahoma City Red Cross chapter can be sent to: 600 N.E. 6, Oklahoma City, OK 73104, Attn: Disaster Relief Fund.

The Salvation Army

Send monetary donations marked "Disaster Relief" to: The Salvation Army, Box 25516, Oklahoma City, OK 73125, or call and charge by phone at: 800/405-3331.

Gov. Frank Keating's Victim and Family Relief Fund

Individual and corporate donations to the fund can be mailed to: Office of the Governor, State Capitol Building, Oklahoma City, OK 73105.

Bank of Oklahoma

Donations to the bank's relief fund for victims and families affected by the bombing can be sent to: Clear Channel Radio Disaster Relief Fund, Bank of Oklahoma, Box 960051, Oklahoma City, OK 73196. Make checks payable to "Clear Channel Radio Disaster Relief Fund."

Oklahoma Child Care Association

Contributions are being accepted to assist victims and family survivors of the child care center. Send to: America's Kids Staff Fund, c/o Carrie Woods, Bank One, P.O. Box 656, Oklahoma City, OK 73101. Make checks payable to "America's Kids Staff Fund."

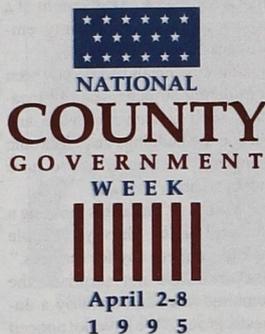
The Oklahoma Federal Executive Board

Monies for the fund will be used to assist the families of those federal employees who were affected by the bombing. Checks should be made payable to the "OKC Federal Family Assistance Relief Fund," and mailed to: Federal Credit Union, 517, N.E. 36, Oklahoma City, OK 73105.

Counties report numerous activities during County Government Week

Information is still coming in on the many different activities counties held during National County Government Week (NCGW), April 2-8. More than 1,000 counties held some type of activity during NCGW, which was begun five years ago to raise public awareness and understanding of county governments.

Here is a sample of the programs that counties held from information recently sent in:



Northampton County, N.C.

High school students attended and participated in the Board of Commissioners meeting on April 3, visited the new jail, viewed District Court in session, observed the emergency services vehicles and toured the county offices. A proclamation was issued and cholesterol and blood pressure screening for employees and citizens was held during the week. County employees were treated to a catered lunch on April 7 and enjoyed an afternoon of games and competitions.

Olmsted County, Minn.

Tours of the county government center and students conducting a mock county board meeting were highlights of the week. Other events included a coloring contest and in-town visits by some of the animals from Oxbow Park's Zollman Zoo. During the students' mock county board meeting, the students discussed a bill that would give 16- and 17-year-olds the right to vote in school district elections.

Delaware County, Pa.

The county used the occasion to

hold a Recycling Fair and kick off a new program to encourage recycling in the government center and courthouse complex. The activities included a fashion show in which two members of the county council wore clothing made with recycled materials. Prize-winning artwork and projects by county schoolchildren were displayed as part of the fair. Courthouse and government center employees enjoyed an afternoon of music, special recycling displays and prizes made, of course, with 100 percent recycled materials.

Webster County, Iowa

Open houses and tours were held all week in the courthouse with displays and information in the lobby from all departments. Articles appeared in local newspapers about county services. Local schools also toured the courthouse.

Grand County, Colo.

The county did not hold activities during NCGW, but is trying to educate and involve students and

citizens in county government. In early May, the county hosts "Law Day" for fifth grade students. The students learn about county government by having elected officials describe how the surveyor, clerk and recorder, assessor, treasurer and commissioners work together. The students prepare budgets for special districts, towns, school districts, and determine the mill levy (tax rate). A mock trial also is held and the students learn about the sheriff's office, fire departments and the public health department, and tour the county museum.

Rockingham County, N.C.

High school students participated in a mock commission meeting and had the opportunity to shadow department heads. Displays were set up in the courthouse for different departments — the health department display focused on child safety in the home.

Genesee County, N.Y.

The county received great coverage of its activities in local newspapers including an editorial in *The Daily News* in Batavia, N.Y., praising the programs. The activities included allowing local students to follow a county official, employee or county legislator during their workday, a long-range county planning seminar, an inter-county meeting, a health fair and dance for grade school students coordinated by the county's alcohol and substance abuse council and the sheriff's department.

See NCGW ACTIVITIES, page 5

NACo *on the move*

At a meeting of the President's Council on Sustainable Development in San Francisco, Calif., April 26, NACo Third Vice President **Randy Johnson** led a roundtable discussion between local government officials and council members, where they went over council goals and local officials made recommendations about how to better address their concerns. Participating NACo staff included: Executive Director **Larry Naake**, Director of Environmental Projects **Jerry McNeil** and Research Associate **Nina Petrovich**.

Zhan Cheng Fu, deputy director, Department of Basic Level Government, People's Republic of China, met with Associate Legislative Director **Tom Joseph**, April 21 at NACo headquarters, to find out more about the role of counties in America's intergovernmental system.

Over the past few weeks, Joseph has attended several meetings with staff from the Senate Finance and Budget committees to express NACo's views on potential cuts to the Medicaid Program.

The use of volunteers in county government was the topic of Research Associate **Peter Lane's** presentation before the Land-Of-Sky Regional Council in Asheville, N.C. The council is made up of officials from Henderson, Buncombe, Madison and Transylvania counties.

Deputy Executive Director **Ed Ferguson** traveled to Harvard University, April 24, where he served as an evaluator for the Kennedy School/Ford Foundation Innovations in State and Local Government Awards Program. He and the other evaluators reviewed applications from around the country and selected finalists for the next round of judging.

NACo Fellow **Phil Rosenlund** spoke to participants at the National Extension Leadership Seminar, May 1 in Washington, D.C. His topic was strengthening the ties between the Extension Service and local governments.

In Sacramento, Calif., April 19-20, Corporate Relations Director **Tom Sweet** was on hand at the California State Association of Counties legislative conference to promote NACo membership.

While there, he attended the Municipal Investment Management Conference, where he moderated a panel of speakers on various topics, including fixed income securities risk, how to calculate yield, and why bond prices fluctuate.

At the annual meeting of the Association County Commissioners of Georgia in Jekyll Island, Ga., **Randy Franke** addressed delegates, stressing the importance of NACo membership. Also there to promote NACo membership and its various services were **Cynthia Featherston**, membership marketing director; **Kaye Braaten**, county service representative; and **Win Lyday**, information technology consultant.

County Government Week fosters citizens

(The following editorial is reprinted, in part, from *The Daily News*, Batavia, N.Y., April 5, 1995.)

"Government" is one of those words that's hard to pin down.

It's relatively easy to love it or hate it in principle, depending on your philosophical bent. It's harder to live with on a day-to-day basis at the local level where individual and community meet. Especially if you don't understand it very well.

Genesee County officials want citizens to understand their county government better. That's the focus of events planned this week, National County Government Week.

Genesee's observance, the fourth annual one, included a high school student Shadowing Day and "think tank" session Tuesday — both geared to help shape the county's future.

Those in charge have worked hard to be sure County Government Week includes activities for people of all ages. If people don't learn to respect and understand

"We want [people] to discover, learn and get involved — understand the organization of county government, see how their tax dollars are being spent, and see how

If people don't learn to respect and understand government when they are young, they're less likely to become involved when they reach voting age.

government when they are young, they're less likely to become involved when they reach voting age.

It's a lot like reading — children who are read to usually grow up to be readers. In the same way, children who understand what government is and what it does and does not do are more likely to grow up to be good citizens. Involvement is absolutely necessary in a representative democracy such as ours.

they get involved in the whole process," County Legislature Chairman Carl Perkowski said in announcing the local observance.

We hope Genesee County citizens take advantage of this opportunity to get a good look at the way their county is run. The best government arises when citizens appreciate the traditions, and recognize the responsibilities and accomplishments of the societal framework they have created. Good citizens make good government.

County News

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

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Clinton holds National Rural Conference

By Ralph Tabor
public policy director

Cutting federal farm programs will not solve problems facing rural America, President Clinton said. He told rural leaders attending the National Rural Conference at Iowa State University on April 27-28.

"When this farm bill comes out, there's going to be a lot of people saying, 'Well, we ought to get rid of the whole program and put it away, way back because we got a deficit,'" Clinton said. "But drastic cuts proposed by some members of Congress would accelerate the demise of family

farms and rural communities and result in higher food prices," Clinton said. There may be ways to improve and modify federal farm programs, the president said, adding that more money has to be spent for research and on stronger rural development efforts.

"But our first rule should be: Do no harm," Clinton said.

NACo's Agriculture and Rural Affairs Steering Committee Chair Dow Wagner and Ralph Tabor, public policy director, were among 250 invited participants to the conference. Wagner is a commissioner from Auglaize County, Ohio. Only a handful of local elected officials were invited.

The conference, held in Ames, Iowa, was structured around three roundtable discussions. The first covered working families and communities in rural America. Panelists discussed a wide range of issues affecting the quality of life in rural America, from health care and education to transportation and telecommunications. The second roundtable focused on agriculture and the role of farming in rural communities. The final panel of the day highlighted rural development. President Clinton and Vice President Gore presided over each of the discussions.

Throughout the day, both the president and vice president em-

phasized their understanding that rural development is based on far more than agriculture. "Even in Iowa, only one in five rural residents lives on a farm. We have to think about everyone else," President Clinton commented. The vice president also acknowledged that, "Half the people in rural America are employed in services today, and services and manufacturing together employ two-thirds of the people in rural areas."

"While the discussion was good," stated Commissioner Wagner, "it was evident to us that the perspective of local government was missing. The only panelist with any connection was a Council of Governments director

from southeastern Iowa."

Much of the discussion on rural development focused on federal funding of projects and the involvement of community and volunteer groups. Little mention was made of other sources of financing local projects or the role of county and city governments.

The National Rural Conference capped a series of rural forums in Pennsylvania, Georgia, Texas, Illinois, North Dakota and California. Agriculture Secretary Dan Glickman sponsored the conferences. The regional meetings were open to all who were interested, and a number of county officials attended and spoke at the conference.

National solid waste study draws county officials to Research Triangle Park, N.C.

By Naomi Friedman
research associate

A delegation of county officials joined other public and private sector representatives on April 11 in Research Triangle Park, N.C. to provide input on a national solid waste management study.

Cosponsored by EPA and the U.S. Department of Energy, this two-year study will evaluate the effects of alternative solid waste management options.

Data collected will not only look at direct costs associated with developing waste management programs, but also examine the indirect costs associated with them, such as impacts on the environment or community.

This so-called "lifecycle inventory" will then be put into a user-friendly format and made available to local solid waste planners and managers for use in their solid waste management decision-making.

Additionally, the research team will develop a computerized decision-support tool to give local managers the ability to evaluate environmental and economic effects of various solid waste management programs based on regional and site-specific considerations.

According to EPA's Air and Energy Engineering Research Laboratory, "conflicting or incomplete information exists regarding the benefits and effects of the management of source reduction, recycling, composting, landfilling and combustion of municipal solid waste."

Concern has been raised that strategies are being adopted that are not environmentally or economically preferable when site-specific and regional considerations are included in the evaluation."

The goal of this new study is to help local planners to evaluate "upstream" and "downstream" effects of a wide range of solid

waste management strategies. The final product will be complete by mid-1998, but interim findings and results will be published before then.

To strengthen the applicability of this research to the needs of local officials, EPA requested that

NACo appoint a group of officials to provide ongoing input on this project.

They include: Rodney Hansen, King County (Wash.) Solid Waste Division manager; Randy Hartman, Great River Regional Waste Au-

thority director, Lee County, Iowa; Ross King, Association County Commissioners of Georgia, assistant director; Sharon Maves, San Francisco City/County (Calif.) Recycling Program; Commissioner Don Wilhoit, Orange County, N.C.;

and Barbara Yuhas, Prince George's County (Md.) Office of Recycling chief.

For more information, contact NACo, or Susan Thorneloe, Air and Energy Engineering Laboratory, EPA, at 919/541-2709.

JTPA pros should play key role in building School-to-Work partnerships, Hoyer says

By Richard Sayre
research associate

Counties hoping to attract federal School-to-Work funds would do well to involve JTPA (Job Training Partnership Act) administrators in their programs, according to the woman who heads the School-to-Work initiative, J.D. Hoyer.

JTPA administrators should be at the core of local and state efforts to implement the year-old federal School-to-Work initiative, Hoyer told NACo's Employment and Training Program publication, *Update*, April 20.

"To be competitive for School-to-Work money, JTPA has to be at the table," said Hoyer, director of the School-to-Work Opportunities Office, a joint venture of the Labor and Education departments. Implementation grants, the bulk of School-to-Work funds, are awarded on a competitive basis.

"If states and localities don't use the knowledge and leadership of JTPA, they aren't building an adequate system," she said.

School-to-Work, an initiative intended to expose kids to the workplace so that they'll have a better idea of the jobs that are available and the skills they need to land those jobs, is not intended to be just another program, Hoyer said. "It's venture capital, it's an investment to bring programs and partners together to change how teaching and learning happen." Federal dollars provided by School-to-Work in the form of development



J.D. Hoyer

and implementation grants to states, localities and high poverty areas are "an incentive to help local partners see the benefit of getting involved."

School-to-Work grants in FY94 totaled about \$63 million; two-thirds of that amount went to eight states for implementation grants. Funding rose to \$250 million in FY95, but House-Senate negotiators on H.R. 1158 will determine whether the pending re-authorization bill will slice \$25 million (the House cut), \$5 million (the Senate cut), or some in-between amount from that total. Hoyer said she hopes remaining 1995 dollars will fund implementation grants to 20 more states. President Clinton asked for \$400 million in his FY96 budget request.

States and localities must use the money to build a structure capable of sustaining school-to-work efforts on their own; the 1994 law that created School-to-Work puts a five-year limit

on its statutory life.

Hoyer sees JTPA administrators as an important bridge to employers in brokering services and activities. "JTPA service deliverers have done very well in putting together partnerships between employers and youth," she said. JTPA programs also have done "a fabulous job providing and funding alternative learning environments for students who've done poor in traditional schools or who've dropped out altogether," Hoyer added.

The involvement of employers in the initiative is key. Employers' roles in School-to-Work may include help in rewriting school curricula to reflect the demands of the workplace, in giving students opportunities for "job shadowing," or in allowing employees paid leave to volunteer in schools. "I want to see every employer engaged with the transition from School-to-Work," she said.

To progress in the jobs of the 21st century, Hoyer said workers must develop the "soft skills" identified a few years ago by the Department of Labor-funded SCANS Commission: the ability to transfer knowledge to other tasks; working as part of a team; and "learning to learn" — the ability and will to continue learning throughout life.

Hoyer has an extensive background in JTPA as executive director of the Oregon Consortium, a 27-county service delivery area, during the 1980s. She moved on to become associate superintendent of the Oregon Department of Education's Office of Community College Services from 1991 to 1994.

By connecting schools to jobs, kids will "learn in context"; that is, they'll tie the theoretical knowledge of the classroom to real-life situations they'll encounter on the job.

NCGW ACTIVITIES from page 4

Humboldt County, Iowa

The county held activities later in the month, April 16-22, that included coloring, poster and essay contests, an open house on April 20, and tours of the courthouse.

Mesa County, Colo.

The county issued a proclamation and was adopted by the departments and agencies that provide services to children.

McHenry County, Ill.

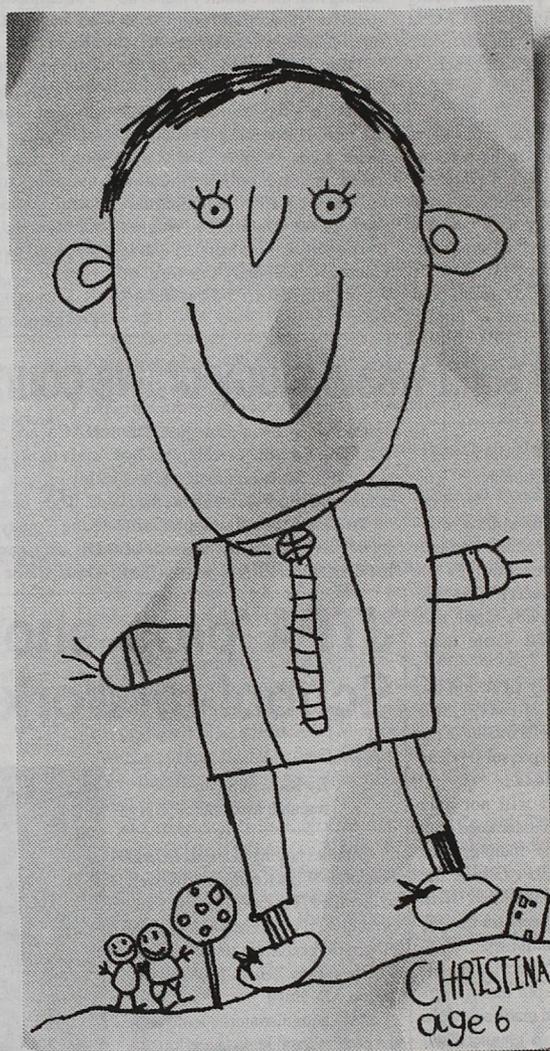
The county observed County

Government Awareness Day on April 5. The Legislative and Public Affairs Committee, along with county officials, welcomed students from 14 high schools in the county. The day consisted of presentations by department heads, a mock jury selection, an election of county board chairman and culminated with a mock county board meeting. The issues discussed were The Use It and Lose It Law and The Driver's Education Law. The entire day was covered by the *Star Community Newspapers* and *The Northwest Herald*.

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

*Name _____ (LAST) *Name _____ (FIRST) Mr/Mrs/Ms _____
 *Title _____ *County _____
 Address _____
 City _____ *State _____ Zip _____ *Nickname _____
 Telephone (____) _____ Fax (____) _____ (Please include FAX # to receive confirmation)

REGISTRATION FEES:

Check box that applies	Earlybird postmarked by 6/2	Advance after 6/2 & ON-SITE
Member county attendee	<input type="checkbox"/> \$250	<input type="checkbox"/> \$295
Non-member county attendee	<input type="checkbox"/> 325	<input type="checkbox"/> 375
Other government attendee	<input type="checkbox"/> 300	<input type="checkbox"/> 350
Other private sector	<input type="checkbox"/> 350	<input type="checkbox"/> 400
Spouse	<input type="checkbox"/> 50	<input type="checkbox"/> 75
Youth	<input type="checkbox"/> 30	<input type="checkbox"/> 50
TOTAL	\$ _____	\$ _____

AFFILIATE INFORMATION - Check box that applies

- | | | | |
|------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
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| <input type="checkbox"/> 02 NACP | <input type="checkbox"/> 08 NACTFO | <input type="checkbox"/> 014 NACE | <input type="checkbox"/> 020 WIR |
| <input type="checkbox"/> 03 NACCHO | <input type="checkbox"/> 09 WON | <input type="checkbox"/> 015 NACTEP | <input type="checkbox"/> 021 NCCAE |
| <input type="checkbox"/> 04 NACA | <input type="checkbox"/> 010 NACHSA | <input type="checkbox"/> 016 NABCO | <input type="checkbox"/> 022 NACAP |
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| <input type="checkbox"/> 06 NACPRO | <input type="checkbox"/> 012 NACIRO | <input type="checkbox"/> 018 NACS | <input type="checkbox"/> 024 NACMHD |

POLITICAL AFFILIATION

- Republican Democrat Independent

Spouse Full Name _____ Youth Full Name(s) _____

ADDITIONAL MEETING ACTIVITIES

Additional fees must accompany meeting registration fee. All tour registration fees must be received by **JUNE 30, 1995**.

SPOUSE/YOUTH TOURS

- 028 A Sip in Tea \$25 032 Take a Walk on the Wild Side \$25
 030 International Flair \$25 034 Shopping World Class Style \$25

ALL ATTENDEE EVENTS

- 036 The One and Only NACo Fun Run Free
 038 Golf at Sugar Creek \$50

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

CREDIT CARD INFORMATION: (Check one) VISA MasterCard

Card # _____ Exp. Date: _____
 Cardholder's Name: _____
 Signature: _____

PAYMENT POLICY - Conference registration fee **MUST** accompany this form and must be received before a registration can be processed. Send a check, voucher or county purchase order, made payable to the National Association of Counties. Purchase order only will hold registration. Purchase order must be paid before conference badge will be issued.

CANCELLATION POLICY - Refund of conference registration fee, less an administrative fee of \$50 (or 1/2 of spouse/youth fee), will be made if written notice of conference registration cancellation is postmarked no later than **June 16, 1995**. Cancellation requests postmarked June 16 or later will be subject to an administrative fee equal to one-half of the registration fee.

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER JUNE 16, 1995 WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK.

HOTEL RESERVATION

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

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

PLEASE NUMBER YOUR DESIRED HOTELS

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

Hotel codes: W=walking distance to Headquarters Hotel; S=shuttle necessary.

	Single	Double
Atlanta Marriott Marquis (Headquarters) S	\$114	\$124
Atlanta Hilton & Towers S	\$104	\$120
Atlanta Hilton & Towers (Towers Level) S	\$131	\$147
Omni Hotel at CNN Center W	\$113	\$123

NOTE: A portion of these guest room rates will be used by Fulton County to offset transportation costs related to conference.

Please circle - No. of Persons: 1 2 3 4 No. of Beds: 1 2

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

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

Complete Credit Card Authorization below. This is fast and easy; your room will be reserved and guaranteed. Some hotels will charge your first night's room charge to your credit card immediately.

Send no payment now. We will reserve your room and send you an acknowledgement of your room reservation that will instruct you to pay the hotel directly in order to guarantee your room. Your room **will not** be guaranteed until the hotel receives your payment.

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

CREDIT CARD AUTHORIZATION MasterCard Visa American Express
 Card Number _____ Exp. Date ____/____/____
 Cardholder's Name _____

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

Return completed form to:

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U.S. recycling rate tops 20 percent

By Naomi Friedman
research associate

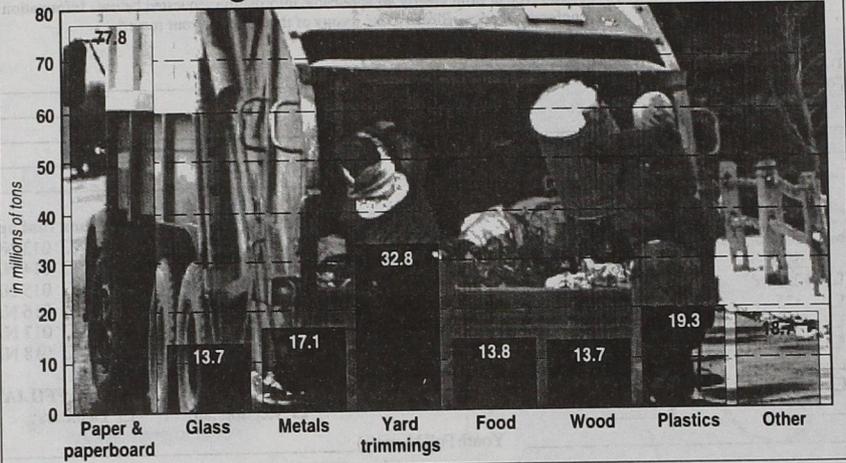
In 1993, the United States recovered more than one-fifth, or nearly 22 percent, of its municipal solid waste (MSW) through recycling and composting. Three years ago, the nation was recycling and composting only 17 percent of its waste.

These figures are reported in "Characterization of Municipal Solid Waste in the United States: 1994 Update," the latest in a series of U.S. EPA reports on the state of municipal solid waste management. This report contains 1993 data on the generation, disposal and recovery of national residential, commercial and institutional discards, and makes projections through the year 2000.

Other solid waste trends in this report include the fact that the United States put 62 percent of its solid waste in landfills in 1993, which was the lowest percentage since 1960. Waste destined for combustion remained constant at about 16 percent.

However, while Americans are disposing of less waste these days,

Materials generated in MSW by weight, 1993



they are actually generating more waste material than ever before. In 1993, nearly 207 million tons of MSW was generated, up from 196 tons in 1990. This translates into 4.4 pounds per person per day, an increase from the 1990 figure of 4.3

pounds and a substantial increase from the 2.7 pounds per person per day generated in 1960.

Population growth is one factor leading to increased MSW generation. However, other factors cited in the report as contributing to in-

creased solid waste generation levels are growth in economic activity and lifestyle changes, such as more two-income wage earners in households, smaller households, and changes in the workplace (especially offices).

Paper and paperboard continue to be the largest component of the municipal waste stream (38 percent by weight), and yard trimming the second largest component by weight (16 percent). By landfill volume, paper continues to top the list at 30 percent, with plastic second at 24 percent by volume.

The report predicts that MSW generation will reach 218 million tons by 2000, or 4.3 pounds per person per day.

While this is an overall increase in total MSW generation, per capita waste generation is expected to decline, principally due to waste prevention efforts such as at-home composting and "grasscycling." Nationwide recovery for recycling and composting is projected to reach levels between 25 percent and 35 percent by the year 2000.

For a free copy of the report's

Recycling conferences set for the Southeast

NACo, along with the EPA and other organizations, is cosponsoring the "Buy Recycled" Conference and Exhibition, being held in Knoxville, Tenn., May 24-25; Montgomery, Ala., June 13-14; and Columbia, S.C., July 26-27.

The meeting will feature speakers on how federal, state and local officials and the private sector can buy recycled goods. It will also address the key questions in purchasing products made from recycled materials: price, availability and quality.

Leading experts will make presentations on EPA's comprehensive procurement guideline, the president's executive order on recycling, cooperative purchasing, closed-loop recycling, quality and testing of recycled products, case studies, and specific products.

Participants will also be able to see firsthand many items produced from recyclables in the exhibition area.

For more information, or to register, call Naomi Friedman at NACo at 202/942-4262.

executive summary, call the RCRA Hotline at 800/424-9346. A copy of the complete report is available for a fee by calling the National Technical Information Service at 800/553-6847.

Hatzer hired as new academy coordinator

Dawn Hatzer has been appointed coordinator for the Academy for State and Local Government, replacing Enid Beaumont, who retired after serving as director of the academy for more than 13 years.

Hatzer officially joined the staff on April 24. She has more than 10 years of local government experience at both the county and city levels. During the past five years, she served as administrative officer in Frederick County, Md. Prior to that, she served as the city administrator in Ranson, W. Va.

"We are delighted to have Dawn on board," said Larry Naake, chairman of the Academy Board of Trustees and executive director of NACo. "This position is loaded with possibilities for a self-starter, and the trustees expect her to enjoy a long and mutually satisfying tenure with the academy."

"I am extremely excited about this new opportunity to work with the executive directors of the Big



Dawn Hatzer

Seven organizations on issues of mutual concern," said Hatzer. "I have tremendous respect for the work of professional associations and credit a great deal of my career success to the support these organizations offer to elected and appointed officials in state and local government service."

The academy coordinates activities among seven public inter-

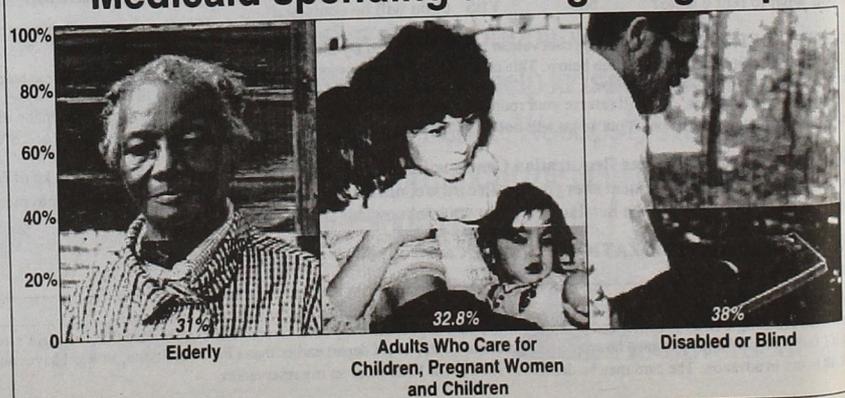
est groups and manages trust funds for the operation of the academy and the State and Local Legal Center. The legal center represents the interests of state and local governments in cases before the Supreme Court. Included in the academy is NACo, the Council of State Governments, International City/County Management Association, National Conference of State Legislatures, National Governors' Association, National League of Cities and the U.S. Conference of Mayors.

Hatzer has a master's degree in public administration from Shippensburg University and a bachelor's degree in political science from Shepherd College.

CORRECTION

A section of the chart which accompanied Tom Joseph's story on Medicaid, April 24, 1995, p. 3, was incorrectly labeled. The corrected version appears below.

Medicaid spending among the groups



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NACo surveys elected county executives

By Kelly Mackie
research assistant

Preliminary results from NACo's survey of elected county executives, launched in January, presents an intriguing mosaic of the nation's 394 elected county executives.

Gender

The overwhelming majority of county elected executives, 95 percent, are male; five percent are female.

Salaries

The county elected executive position in most counties is a part-time position, however, in the larger, more urban counties, this position is usually full-time. As a result, salaries will vary depending on the full- or part-time nature of the position.

Most county elected executives, 65 percent, have salaries between \$15,001 and \$50,000. Thirty percent make more than that, with 15 percent making \$50,001 to \$65,000, 15 percent making more than \$65,000. Eighteen percent make less than \$15,000, with 11 percent making \$25,001 to \$35,000, and

five percent making \$15,001 to \$25,000. Five county elected executives have salaries under \$15,000, two of whom make less than \$5,000.

County government service

The majority of survey respondents have been elected executives for four or fewer years, with 17 percent having served for less than one year and 35 percent having served for one to four years. In addition, 22 percent have held the office of elected executive for five to eight years, 14 percent for nine to 12 years, and 12 percent for more than 12 years.

Most have also held elected office prior to becoming the county elected executive. However, a significant number, 41 percent, have never held any elected office previously.

Forty-five percent of county executives have held office previously on the county (33 percent) and/or municipal (12 percent) levels. Survey respondents have also held office in townships, special districts, school districts, regional governments and offices at the state level. No respondent has ever held a federal elected position.

County elected executives serve

either two-, three-, or four-year terms of office. Almost 80 percent of these officials serve four-year terms, including some Kentucky elected executives who are currently serving five-year terms that will become four-year terms in future elections. The remaining 20 percent are predominantly Arkansas and Alaska county elected executives who serve two- and three-year terms, respectively.

Elections

Approximately 20 percent of county elected executives will be up for re-election in 1996 and then again in 1998. Thus, 1998 will be a big year for county elected executives, as nearly 80 percent of these governing officials (including those who ran in 1996 and serve two-year terms) will be up for re-election. The remaining 20 percent of elected executives will be up for re-election in either 1995 or 1997.

Sixty-eight percent, or 169 survey respondents, participate in partisan elections, while the remaining 32 percent, or 81 survey respondents, participate in non-partisan elections. In addition, 66 percent are Democrats, 30 percent are Republicans, four percent are Independents, and one percent either did

not affiliate with a political party or did not answer.

Term limits

Most states do not impose term limits on county elected executives. Based on survey responses, 98 percent of county elected executives do not govern in states that impose term limits on their office. Research staff predict that this percentage will be even higher as more surveys come in.

Additionally, 91 percent report that their counties do not impose term limits on their office either. Eight percent of respondents are limited to two terms, whereas one percent is limited to three terms of service in this office. As more and more state and local governments explore the use of term limits, research staff predict that more and more counties will be subject to limits on the county elected executive's length of service.

The council-elected executive plan exists in 27 states and the District of Columbia, and governs more than 60 million people, or nearly a quarter of the U.S. population.

In five states (Alaska, Arkansas, Hawaii, Kentucky and Tennessee), all of the counties have this form of

government. Fifteen years ago, only two states, Arkansas and Hawaii, operated under an elected county executive system.

Currently, the council-elected executive form of government operates in 373 counties and 21 city-county consolidations, comprising the 394 total county elected executives, an increase of nearly three-fold over the past 15 years.

The council-elected executive form of government features two branches of government — executive and legislative.

The governing board acts as a legislative branch similar to Congress, while the elected executive's position is similar to the U.S. president.

The elected executive recommends policy to the governing board, implements policy, prepares the budget, acts as the county "spokesperson," hires and fires department heads, and generally oversees the daily administration of the county. The executive has veto power over council legislative actions, however, there are usually provisions for council override of the veto.

For more information, contact Kelly Mackie in NACo's Research Department at 202/942-4246.

NACo Diversity Award applications now available

NACo is pleased to announce the second annual Multicultural Diversity Award. Jointly sponsored by the National Association of Black County Officials (NOBCO), the National Association of Hispanic County Officials (NAHCO) and Women of NACo (WON), the award will honor county governments for their effort to promote cultural awareness.

"The Multicultural Diversity Award brings long overdue visibility to these programs, provides a showcase and reference from which other counties can benefit, and encourages continuing emphasis on this most important issue," commented NOBCO President Donald Aytch, commissioner, Caddo Parish, La.

Eligible programs recognize and highlight the dynamics of the nation's diverse society, such as programs that offer staff training to foster cultural awareness, ethnic festivals which bring communities together, museum or gallery exhibits of ethnic artistry, or celebrations of contributions made by racial or ethnic minorities.

Deadline for nominations is June 2. For applications or questions, contact Cynthia Shultz at NACo at 202/942-4277, or fax your request to 202/737-0480.



Neal Peirce commentary

Florida: nation's test station for rules reform

By Neal R. Peirce
Washington Post Writers Group

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

Led by second-term Governor Lawton Chiles and Lt. Governor Buddy MacKay, twin proponents of reinvented government, Florida has launched the 50 states' most ambitious effort yet to expunge unneeded and intrusive regulations from the law books.

In place of today's intrusive rules, Chiles and MacKay favor going so far as outright suspension of thousands of regulations, asking state bureaucrats to exercise common sense and make good decisions based on broad state goals and guidelines.

The state's transportation secretary, Ben G. Watts, wants to try outright rule suspension with every one of his agency's regulations, from curb cuts to road designs to sign standards.

Regulators would be expected to confer with the businesses and citizens before they throw the rule book

at them. Except in public health and safety issues, they'd have to reply first on mediation, not crackdown.

And citizens, who today bear the burden of proof to show they're not violating rules, would get three shots — their voice heard in initial disposition of their case; second in a mediation process; and third, if they choose, in a court challenge.

The only catch: Take the state to court and lose, and you'll have to pay the legal costs.

Chiles gave first notice of anti-rule push in his inaugural address in January, describing the costly bureaucratic thicket he'd been caught in just when he applied to build a simple cook shack on his ranch in the Florida panhandle.

Soon afterward, Chiles was buying 200 copies of *The Death of Common Sense*, New York lawyer Philip Howard's new book assailing regulatory excess, and distributing copies to every state legislator and major department head.

By his "State of the State" speech in March, Chiles had a 2 1/2-foot stack of papers to illustrate the 3,500 regulations he'd cut since January. He promised 14,000 or more to be cut by spring '96.

"Let us make this great challenge

one of our legacies to Florida," Chiles told the legislators — "to stop the insanity of rules and regulations and start the rule of common sense."

The idea's predictably popular in the Florida business crowd. Many of his members' "blood boils," says a Florida Chamber of Commerce official, over state-imposed red tape.

Predictably, advocacy groups fear any lowering of the regulatory guard. They raise concerns about loss of public consumer, environmental and health protections.

Opponents, though, have done little to derail Chiles' and MacKay's *Deregulation Express*. The fact is that in 1995's political climate, red-tape cutting is a contagiously popular idea.

MacKay is Chiles' most valued point man on deregulation. He's such a fervid reformer that he actually took over and directed decentralization of Florida's bureaucratically frozen and blunder-ridden Department of Health and Rehabilitative Services for three months in the first Chiles term.

"I'm given the kamikaze missions and I love them," says MacKay. It's easy enough, MacKay notes, for the executive and legislature to agree on abolishing non-controversial but

bothersome and duplicative rules. But what about those that seem especially onerous but have strong advocates?

MacKay now wants an independent blue-ribbon law review commission empowered to select regulations for possible abolition, agency by agency. The legislature would then get to vote on the revised rules. But like military base closing proposals in Congress, lawmakers wouldn't be able to pick and choose — they would have to vote the whole package up or down, agency by agency.

Why? "These rules didn't come out of the Old Testament," says MacKay. "They got there for a reason. Someone hired a lobbyist and worked for each rule. It benefits someone. We want to make sure the special interests don't get their way on which to keep, in what form."

What MacKay and Chiles seem to be attempting is a transfer of responsibility for onerous regulations from the executive branch, which is usually blamed, to the legislature which set the ground rules — and whose fuzzy language often triggered the writing of rules in the first place.

The whole point, MacKay insists, isn't to make regulations so hard to

promulgate they won't be written all. That, he charges, is the strategy House Speaker Newt Gingrich Co. Better, says MacKay, "to correct your mistakes, but don't abandon what you stand for — whether environmental protection, child nutrition or whatever. We think the goals can be met with less government, less costs, less regulatory hassle."

A lot of the criticism of regulatory reform, MacKay also charges, comes from "a small group of lawyers who understand the current system and fight like hell against changing it." Cutting back on rules is a gamble, of course. Favored of constituencies are easily alienated. Voters may not give the reform credit. Relax an onerous regulation, even for the best of motives, and you may invite some instance of abuse, somewhere in the system, and then find your reward is to the press and opponents leap down your throat.

Yet if the Chiles-MacKay effort is on target, then political progressives — not just the local right — can spearhead regulatory reform that matches the means and needs of the times.

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News from the nation's counties

North

PENNSYLVANIA

• **ALLEGHENY COUNTY** Commissioners' Chairman Tom Foerster and Pittsburgh Mayor Tom Murphy, on behalf of the Youth Employment Alliance (YEA), a regional consortium of youth-serving organizations, are making an all-out appeal to area businesses to make an investment in the community this summer by hiring at least one young person.

YEA is a cooperative effort of schools, government, philanthropic, business, community-based and youth-serving organizations. YEA plans and implements strategies to improve the economic opportunities of the region's youth by facilitating collaborative strategies among service providers.

During the summer of 1994, more than 2,000 youths participated in federally funded jobs and career exploration opportunities through the city's Pittsburgh Partnership and the Allegheny County Department of Federal Programs. Through YEA, another 200 young people in Allegheny County were supported with foundation dollars in summer jobs with non-profit organizations, and an additional 90 youths continued to work in year-round jobs through May. Close to 400 private sector opportunities were generated through YEA's partnership with KDKA-TV2 through the "Work It Out" Jobs Program.

South

VIRGINIA

• The **PRINCE WILLIAM COUNTY** Finance Department has eliminated the organizational barriers that sent citizens through a bureaucratic maze to pay their taxes or ask questions about assessments. Now citizens stand in one line at the new Treasury Management Division and talk to one staff person to handle all of their business.

In an effort to alleviate customer frustration and reduce expenditures, the department took a close look at how it was doing business. It found that citizen frustration stemmed from the inability of a single staff person to handle all of the customer's needs. It also found that fragmented responsibilities and the layers of management oversight not only affected citizen service, but also caused increased administrative overhead. One-stop service was the single solution to this twofold problem.

To begin, the finance department consolidated five tax administration functions into one unit. This unit has one organizational section which is responsible for all taxpayer services, except the assessment of real estate. The organizational restructuring led to the reduction in management oversight and permitted an increase in employee empowerment. This allows employees to not only receive tax payments, but also to answer a

myriad of questions.

Employee cross-training and written guidelines have been essential in the success of the One-Stop-Service Program. Where the most common personal property transaction previously required the involvement of two counter staff and one supervisor, such transactions are now handled by one employee without management intervention.

Additionally, the restructuring has eliminated several management and supervisory positions resulting in salary savings of more than \$183,000. The reduction in management oversight has been compensated by computer system logs, trend analysis and exception follow-up. As these new functions have merged, opportunities have been created for additional savings in document processing and workload shifting.

Midwest

MINNESOTA

• Is there a job for me with **RAMSEY COUNTY**? That is the question being addressed in a new recruitment video produced by Ramsey County's Diversity Innovations Committee. The video, "Employment with Ramsey County: A Place for Me?" showcases current county employees in a wide variety of occupations.

It is being broadcast on community cable channels throughout Ramsey County; shown at recruit-

ment open houses; and distributed to libraries, schools and community agencies which do job counseling. It also is available in a captioned version for deaf and hearing-impaired viewers.

"In an effort to better serve our clients who are from many different backgrounds, Ramsey County is making a concerted effort to further diversify its work force and attract qualified candidates from all backgrounds," stated Brenda Thomas, Ramsey County commissioner, and 1993-94 chair of the Policy, Long-Range Planning and Innovations Committee, which funded the project with an innovations grant.

Production costs were kept to a minimum by using employees to write, produce and appear in the tape.

Copies are also available at all Ramsey County and city of Saint Paul libraries. For further information about the video and recruitment effort, contact Andrea Engler at 612/266-2703.

West

WASHINGTON

• A **CLARK COUNTY** program is helping women who have broken the law take control of their lives, become self-sufficient and stop making bad choices.

In addition to confidence building, Step-Won helps women who are the sole providers of their families secure jobs with living wages. It also offers job training services.

Any woman who has ever been involved with the criminal justice system in Washington is eligible for the program.

"We are fortunate to have funding to provide this kind of program for women offenders," said Jane Johnson, director of the Clark County Corrections Department. "The population of women offenders is growing and now is the time to provide intervention and alternatives."

According to Parker, most of the women involved in the program victims themselves. They've typically been abused as children and their relationships. Many also have histories of substance abuse problems.

In fact, most of the crimes associated with women in the program substance-abuse-related and violent crimes. Step-Won is specifically for single parent women offenders who need some help to become self-sufficient.

CORRECTION

County News extends its apologies to **CLARK COUNTY, WASHINGTON** for incorrectly attributing an item about the county "Out of Car Experience Month to Clark County, Nevada" "News from the Nation's Counties," March 27.

We invite readers to submit items for "News from the nation's counties." Mail to us: c/o County News, 440 First St., N.W., Washington, DC 20001 or FAX to: 202/393-2630.

County News, May 8, 1995
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CONFERENCES

■ **The EPA's Landfill Methane Outreach Program** will sponsor a workshop titled, "Landfill Gas Energy Recovery Recycling," in Washington, D.C., June 1-2.

The workshop will explain how to structure a landfill gas-to-energy project and educate the financial community in the economic and environmental soundness of gas recovery. The cost is \$100.

For more information, contact: Pat Hurjarski, ICF, Inc., at 202/862-1585.

■ Are you interested in knowing more about converting capped and reclaimed landfills into financially viable community assets such as golf courses? Several experts will answer these and other questions at the **National Golf Foundation Conference** in Charlotte, N.C., June 4-6.

The objectives of this conference are to provide specific case-study examples of landfill golf course projects currently in operation, to illustrate the differences in the development of golf courses on standard sites and previous landfills, and to provide a

basic understanding of the viability of golf courses developed on closed landfills as profitable ventures. The registration fee is \$295.

For more information, contact: National Golf Foundation, 1150 South U.S. Highway One, Suite 401, Jupiter, FL, phone: 407/744-6006, fax: 407/744-9085.

■ **The American Public Transit Association (APTA)** will host its 1995 Rapid Transit Conference, June 10-15, in New York City.

Sessions will cover a range of issues, including: planning/funding issues; rolling stock equipment; operations; way and structures; power, signals and communications; and safety. The registration fee is \$530.

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

■ Criminal justice and government practitioners will gather in Denver, Colo., Aug. 7-9, for the **U.S. Department of Justice, Office of Justice Pro-**

grams' national anti-gang training conference.

Speakers will discuss the importance of developing multi-agency, community-based approaches to addressing gang problems, along with strengthening participants' ability to create, sustain and manage interagency efforts. The cost is \$150.

For more information, contact the Institute for Law and Justice at 703/739-5300, fax: 703/739-5533.

■ "Rail-Volution: Building Successful Communities With Rail" is the theme of a conference set for Sept. 16-18 in Portland, Ore., whose sponsors include the **City of Portland Office of Transportation, Oregon Department of Transportation and the Federal Transportation Administration.**

The conference will offer an array of workshops, forums and presentations showcasing successful rail systems, transit-oriented developments and citizen participation processes from around the country. Registration is \$275.

For more information, call: 800/788-7077.

■ **The Land Trust Alliance** will host its 8th National Rally, Oct. 15-19 in Monterey Peninsula, Calif.

Session topics will include: land transactions, tax strategies, creative financing, public relations and land management. Registration begins this month.

For more information, contact: Andrea Freeman, Land Trust Alliance, 1319 F St., N.W., Suite 501, Washington, DC 20004-1106, phone: 202/638-4725, fax: 202/638-4730.

PUBLICATIONS

■ **The EPA** has released a report, titled "Manufacturing from Recyclables: 24 Case Studies of Successful Recycling Enterprises."

This report details the potential for economic development in communities by using recycled materials in manufacturing; it also profiles 24 unique recycling-based manufacturers.

For more information, contact the EPA at 800/424-9346.

■ **The University of Arizona's Office of Government Programs** has published "Arizona State Mandates on County Government: The Law Enforcement & Justice System."

The study examines the effects of 54 recent legislative, judicial and adminis-

trative mandates on five Arizona counties and estimates the cost of each by county department. It also presents an in-depth taxpayer analysis that determines the tax burden on the average homeowner to finance the law enforcement and justice system. The cost is \$25.

For a copy, contact: Margaret Hartsuck, Office of Government Programs, 2302 E. Speedway, Suite 212, Tucson, AZ 85719, phone: 520/621-2045, fax: 520/621-9022.

SCHOOL CURRICULUM

■ **The Learning Systems Group** presents a drug and violence prevention curriculum titled, "Olympic Spirit: Building Resiliency in Youth."

"Olympic Spirit: Building Resiliency in Youth," is an innovative drug and violence prevention curriculum supplement that uses the ideas of the Olympic experience to increase young people's resiliency, or ability to cope with difficult problems and situations in healthy ways, without using drugs or resorting to violence.

For more information, contact: Learning Systems Group-Building Resiliency, 1331 F St., N.W., Suite 800, Washington, DC 20004, phone: 202/783-8800, fax: 202/628-3812.

Job market

CHIEF OF FIRE AND EMERGENCY MEDICAL SERVICES — CITY OF ROANOKE, VA.: The City of Roanoke, population 96,509, located in beautiful western Virginia near the Blue Ridge Parkway is seeking applicants to lead and manage a full service fire and emergency medical services department of 272 positions, 14 fire and 3 EMS stations with an operating budget of \$12.4 million.

The department is in the process of combining fire and EMS services. Successful candidate will have at least 5 years of command experience with a local or state government fire and EMS service; proven skills in management, leading change, planning and excellent interpersonal communications. Must be supportive of volunteer EMS service. Salary negotiable DOQ; excellent benefits. Send confidential resume by June 16, 1995 to: Robert E. Slavin, president, Slavin

Management Consultants, 3040 Holcomb Bridge Road, Suite B-1, Norcross, GA 30071, (404) 449-4656, FAX (404) 416-0848. An Equal Opportunity Recruiter/Employer.

CLERK OF COUNCIL — SUMMIT COUNTY, OHIO: Summit County Council has an opening for the population of Clerk of County Council commencing as soon as is practical. The Clerk of County Council has overall responsibility for organizing and coordinating the activities of the County Council office, including the keeping of Council records, the preparation of Council budgets, the development of agendas and documents for Council meetings, and the day-to-day supervision of Council staff. The Clerk also is responsible for analyzing all aspects of county budgeting, evaluating proposed legislation, assisting in policy development, and performing projects as assigned by the president and members of County Council. Qualifications: Completion of bachelor's degree in business or public administration or equivalent discipline and five (5) years public administration experience. Possession of a relevant post-graduate degree; executive experience in comparable state and local government structures; familiarity with public budgeting, legal and policy matters; and computer competency are highly desirable. Must be bondable. NOTE: Formally submitted resumes are public documents so applicants' names may be reported in the press. Submit resume by May 15, 1995. Salary range \$30,862 - \$45,656. Submit resume or inquiries to: Pete Crossland, Summit County Council Office, 175 S. Main Street, Akron, OH 44308-1314. E.O.E.

COUNTY COORDINATOR — LIVINGSTON COUNTY, ILL.: Population 39,000 (\$15M budget), 315 employees. Central Illinois County, excellent living amenities, very modest cost of living. Report to County Board; requires a minimum of a BPA prefer MPA and prefer prior administrative experience in comparable local government. Prefer particular experience in land use planning, environmental issues, personnel relations, fiscal management

and staff development. Send resume & salary D.O.Q. by June 1, 1995 to: Roger D. Brown, Chairman, Livingston County Board, 112 West Madison Street, Pontiac, Illinois 61764.

DEPARTMENT MANAGER, COMMUNITY AFFAIRS — ORANGE COUNTY (ORLANDO), FLA.: Serves a local Community Action Agency with responsibility for Head Start Programs. Reports to Director of Health and Community Services. Responsible for managing staff of 397 with an annual operating budget of \$16.5 million. Responsible to 21 member Community Action Board and Head Start Advisory Committee. Candidates must have a BA/BS in a related field with significant senior level supervisory experience in the social services field. Must have strong budgeting and financial management skills along with outstanding leadership and interpersonal skills. Salary \$51,128 to \$75,733 with a starting range up to the mid 60's. To apply send a resume with current salary to: David K. Donaldson, David M. Griffith & Associates, Ltd., 1621 Metropolitan Blvd., Suite 201, Tallahassee, Florida 32308 (904) 386-1101. Filing Deadline: June 23, 1995.

HEAD START PROGRAM DIVISION MANAGER, DEPT. OF HUMAN SERVICES — MARICOPA COUNTY (PHOENIX), ARIZ.: (Exempt from Merit System Rules and Subject to Continuation of Grant Funding.) Requires Bachelor's Degree or equivalent in a field related directly to position and 6 years of experience; or equivalent combination of education & job-related experience, substituted on year for year basis. Preference given for experience in administration, supervisory or operational capacity in large Federally-funded program. Experience to include responsibility for program planning, development & implementation; experience in budgeting, grant writing, community needs assessments & supervision of professional and administrative staff. Salary: \$42,120 (Minimum)-\$52,645 (Midpt) Per Year. Applications due by June 2, 1995. For application materials, contact Maricopa County, Human Resources Dept., West Branch,

2901 W. Durango St, Phoenix, AZ 85009. 602-506-8657; TT: 602-506-1908. EOE.

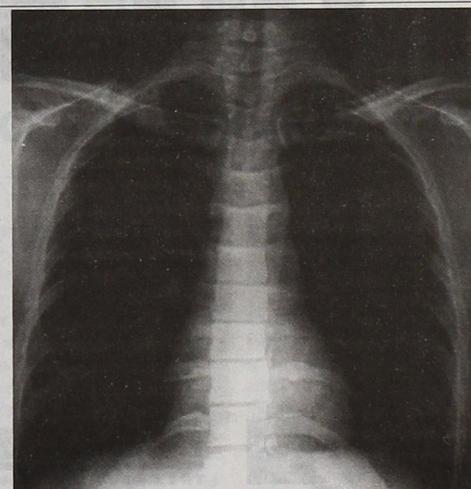
INVESTMENT REPRESENTATIVE: Expanding brokerage firm is seeking a few select individuals as independent contractors to market mutual funds to institutional clients. Mutual funds are used by institutions as an alternative to hiring money managers and to invest bond proceeds. Position requires Series 6 or 7, will sponsor. Must be result oriented. Location open. Performance based salary. Send resume in strict confidence to: Lamaute Capital, Inc., 8383 Wilshire Blvd., Suite 840, Beverly Hills, CA 90211, FAX: 213/655-8319. Contact: Denise Lamaute.

PARK PLANNER — MARTIN COUNTY, FLA.: Martin County Parks and Recreation Department, Stuart,

Florida \$27,478 - \$41,223. Martin County Parks and Recreation Department undertakes over two (2) million dollars annually in Capital Improvement Projects. The Department is seeking a Division Head to administer the planning and execution of this program. Individuals should have experience in administering Parks and Recreation construction programs and process ability to manage multiple projects concurrently. Projects vary from sports complexes, regional parks and ocean facilities. Minimum Master's Degree in park planning/design and one year of experience or B.S. Degree and two years of experience. Experience working with or for a governmental agency desirable. Call for application (407) 288-5437. Martin County Personnel Department, 2401 S.E. Monterey Rd., Stuart, FL 34996. EOE - Closing Date May 26, 1995.

Job Market - Classified Rate Schedule

Rates: \$5 per line.
(You can figure the approximate cost of an ad by counting the number of characters, including spaces and punctuation marks, in your copy. One line consists of approximately 38 characters. Divide 38 into the number of characters in your ad. The resulting figure will give you the approximate number of lines. Multiply that figure by 5 to figure your approximate cost.)
Display Classified: \$30 per column inch.
Billing: Invoices will be sent after publication.
Mail advertising copy to: Job Market, County News, 440 First St., N.W., Washington, DC 20001.
FAX advertising copy to: Job Market, County News, 202/393-2630.
Be sure to include billing information along with copy.
For more information, call County News, National Association of Counties, 202/942-4256.



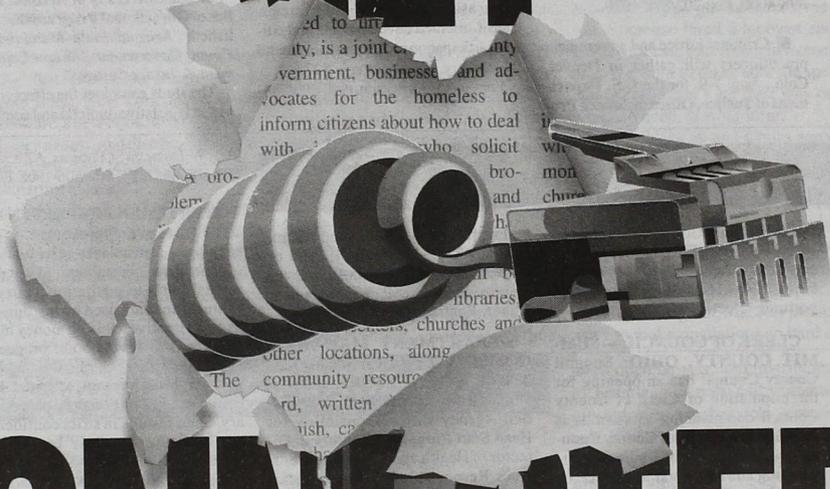
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You can't see it, smell it or even feel it. It just quietly attacks your lungs, until one day you find you have lung cancer.
It's called Radon. A naturally occurring, radioactive gas that seeps into your home. In fact, it is the second leading cause of lung cancer in America.
If your home has high levels of Radon, you're

being exposed to as much radiation as having literally hundreds of chest x-rays in one year.
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