

County News

National Association of Counties - Washington, D.C.

Vol. 28, No. 9 • May 13, 1996

OK County honors bombing disaster volunteers



Left to right: Commissioner Bill Greaves, Cleveland County, Okla.; the Rev. W.B. Parker, St. James Baptist Church, Spenser, Okla.; Commissioner Stuart Earnest, Oklahoma County, Okla.; Commissioner Bruce Elwell, Major County, Okla.; Brian Espe, DVM, U.S. Department of Agriculture; Commissioner Shirley Darrell, Oklahoma County; Commissioner Harry Currie, Oklahoma County; and Sheriff J.D. Sharp, Oklahoma County.

A monument honoring county volunteers from across the country who helped Oklahoma County, Okla. in the aftermath of the bombing of the Alfred P. Murrah Federal Building was officially unveiled on April 26 during National County Government Week (NCGW).

Funds for the memorial, which rests on the grounds of the Oklahoma County Courthouse, were raised from the sale of commemorative lapel pins at NACo's 1995 Annual Conference in Fulton County (Atlanta), Ga.

Speaking at the ceremony was Brian Espe, DVM, U.S. Department of Agriculture, and a survivor of the bombing who expressed appreciation for the assistance given from county volunteers.

"On behalf of the federal employees and their families that were in the federal building at the time of the bombing on April 29, 1995 I want to thank all of the counties across America that sent personnel and representatives to help in the rescue efforts ... for preparing food and beverages for the rescue workers ... for the counselors that spent many weeks after the bombing ... for the contributions that helped the victims ... survivors and the city ... as well as prayers from everyone.

This monument will be a lasting remembrance to the spirit of brotherly love from 'Counties Across America.'"

During his remarks at the dedication, Major County (Okla.) Commissioner and NACo Board Member Bruce Elwell marked the significance of dedicating the memorial during NCGW.

"Since this is County Government Week across the nation, we call attention to the network of county government, not only for the sharing of information through NACo, but for the true spirit of support when a county such as Oklahoma County needs our help."

Elwell and Espe were joined by Oklahoma County Commissioner Shirley Darrell in officially dedicating the memorial. Darrell coordinated the fundraising effort, and at the time of the bombing, was Oklahoma County board chairman.

New local government crime block grant funded

By Donald Murray
associate legislative director

After seven months of negotiations, a new \$503 million anti-crime block grant to local governments was approved in the appropriations agreement for FY96, along with \$1.4 billion for the Community-Oriented Policing Services (COPS) Program. In addition, the following specific allocations were also contained in the Justice Department's appropriation:

- \$175 million for the Violence Against Women program
- \$405 million for prison and jail construction
- \$500 million to states and counties for the criminal alien assistance program, and
- \$475 million for the Edward Byrne Memorial state and local law enforcement formula grant program.

These funds were part of a \$16.3 billion appropriation to the Department of Justice, a 17.8 percent increase over the FY95 funding level.

President Clinton had vetoed two previous appropriation bills based in part on the elimination of funding for the COPS Program. The president campaigned on a pledge to add 100,000 community police officers at the local level.

The new block grant gives counties flexibility in the use of the funds, including hiring and training additional law enforcement officers and support personnel, establishing and operating drug courts, enhancing the adjudication process for violent offenders (including violent juvenile offenders), establishing multijurisdictional task forces, and implementing community-based crime prevention programs.

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I N S I D E



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The crack of a bat ... the slam dunk ... the "Hail Mary" pass ... Across the country, counties work hard to keep the balls flying in their stadiums. [page 8](#)

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Sponsors begin lining up in support of a proposed youth development block grant that would direct funding to a county-wide Youth Development Board. [page 2](#)

Local flexibility act clears House committee. [page 3](#)

Senate-approved immigration bill heavy on unfunded mandates

By Marilina Sanz
associate legislative director

On May 2, the Senate approved the Immigration Control and Financial Responsibility Act (S. 1664), by a vote of 97-3. Voting against the bill were Bob Graham (D-Fla.), Russ Feingold (D-Wis.) and Paul Simon (D-Ill.).

There was an early attempt by the Democrats to force a vote on the minimum wage increase as part of this bill, but they eventually decided not to pursue that strategy and did not block its consideration.

Although the bill is referred to as the illegal immigration bill, it contains numerous provisions that affect legal immigrants. One such provision would attribute a sponsor's income to the legal immigrant for eligibility purposes in most federal means-tested programs, known as deeming, and would change the length of the deeming period for those programs that now require it.

Under current law, only three programs, Aid to Families with Dependent Children (AFDC), Food Stamps, and Supplemental Security Income (SSI), require deeming. AFDC and Food Stamps requires it for three years, and SSI has a five-



A study by NCSL estimated that extending these requirements to just 10 programs would cost \$744 million in new administrative burdens.

year requirement until the end of this fiscal year. The SSI restriction does not apply if the individual becomes disabled after entry. The Food Stamps restriction does not apply if the immigrant's sponsor is receiving Food Stamps.

Under the Senate bill, the deeming requirement would extend to most federal means-tested programs. This could cover a wide variety of programs such as Medicaid, including emergency services; immunizations and other public health programs; child care; Head Start; nutrition programs for the elderly; housing; and job training.

This provision would affect both current residents and new immigrants. For current residents, the deeming period will apply for five years or until citizenship. For new immigrants, it would be until citizenship. There is an exemption for

immigrants who work 40 qualifying quarters.

Ironically, some of the programs from which legal immigrants could be made ineligible due to deeming, such as emergency Medicaid services, Head Start and immunizations, would be available to illegal immigrants under the Senate bill.

In contrast, the House bill, the Immigration in the National Interest Act (H. 2202), exempts all programs that are available to illegal immigrants from the deeming requirement for legal immigrants. Additionally, the new deeming requirements do not apply to current residents.

NACo joined the National Conference of States Legislatures (NCSL) and the National League of Cities (NLC) in supporting a number of amendments that would have mitigated the impact of these requirements on local and state governments.

The U. S. Conference of Mayors also supported these amendments. Regardless of the size of their immigrant population, this mandate would require all county agencies that administer any federal means-tested program to verify citizenship status, immigration status, sponsorship status, sponsor's income and length of time in the United States.

A study by NCSL estimated that extending these requirements to just 10 programs would cost \$744 million in new administrative burdens, which the organizations consider to be an unfunded mandate.

Many of the amendments were sponsored by Senator Graham. One, which would have clarified which programs would be subject to deeming, was cosponsored by Senator Arlen Specter (R-Pa.). There were also amendments by Senators John Chafee (R-R.I.), Edward M. Kennedy (D-Mass.) and Paul Simon (D-Ill.).

Unfortunately, all of the amendments that would have eased this administrative burden failed.

Senator Alan Simpson (R-Wyo.), one of the bill's sponsors, however, did make some concessions and exempted some programs from the deeming requirement. These programs include School Lunch, Child Nutrition and Emergency Food As-

sistance. The amendment also exempts spouses and children who are "battered or subjected to extreme cruelty."

Another provision that the organizations opposed would impose new federal requirements on documents issued by state and local governments such as drivers licenses and birth certificates. These new requirements include the use of tamper-proof paper for certified copies of birth certificates and including Social Security number on drivers licenses. In addition, federal agencies would be given wide discretion to mandate other requirements through regulation. NACo, NCSL, and NLC opposed these provisions because they are unfunded mandates, and because they pre-empt state and local authority.

The drivers license and birth certificate requirements were scored by the Congressional Budget Office as violating the unfunded mandates threshold. As a result, Senator Simpson made some changes that included delaying and extending the implementation dates over a number of years so that the \$50 million threshold would not be reached.

The changes, however, did not address the issue of pre-emption of state and local law, and still would have represented significant costs. Also unchanged was the broad federal authority to impose additional requirements through regulation without congressional review.

For these reasons, the three organizations supported a bipartisan amendment by Senators Spencer Abraham (R-Mich.), Mike DeWine (R-Ohio) and Feingold to strike these provisions from the bill.

This amendment was offered in conjunction with a proposal to delete from the bill a pilot program that would require employers to verify the status of prospective employees through a hotline system. Other cosponsors included Senators Trent Lott (R-Miss.), Connie Mack (R-Fla.), James Inhofe (R-Okla.) and Don Nickles (R-Okla.). The amendment was defeated by a relatively close margin (50-46), and it drew an interesting group of senators voting in favor, which ranged from the most conservative to the most liberal members of the Senate.

The bills now move to conference where representatives from the House and Senate will try to reach accommodation, but neither chamber has appointed conferees yet. Meanwhile for counties, the major conference challenge will be to minimize the effect of the deeming provisions and birth certificate and drivers licenses requirements.

Once the bill is enacted into law, the next obstacle will be the regulatory process, particularly defining how deeming will be implemented and which requirements will be added to birth certificates and other documents.

County-wide collaboration anchors new youth development block grant proposal

By Donald Murray
associate legislative director

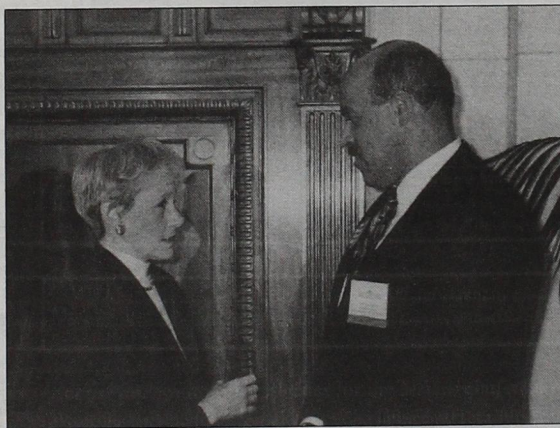
A legislative proposal that would consolidate 21 existing categorical prevention programs into a single \$900 million block grant for youth development and delinquency prevention has gained momentum in Congress.

At a luncheon on Capitol Hill earlier this month, a bipartisan panel of congressmen and senators addressed more than 200 supporters of the legislation.

The measure, the Youth Development Community Block Grant, was first introduced by Senator Nancy Landon Kassebaum (R-Kan.) four years ago. It is now given a 50/50 chance for passage during the remaining days of the 104th Congress.

Sen. Kassebaum has announced that she will retire from the Senate when her term expires at the end of this year, but she has identified the measure as one of her three highest priorities.

One possible scenario that could hasten passage of the legislation in



Senator Nancy Kassebaum (R-Kan.) discusses Youth Development Community Block Grant legislation with NACo Legislative Director Reggie Todd at a recent Capitol Hill luncheon.

the current session is to complete action in the Senate, where the bill has already been reported out of committee, and to then seek expedited handling in the House. House Speaker Newt Gingrich (R-Ga.) has reportedly expressed interest in the bill.

A possible problem with the leg-

islation is that a few of the 21 programs that would be eliminated and folded into the block grant have strong constituencies and would prefer their own separate funding and specialized planning focus.

Examples of these are the Drug-Free and Safe Schools and Communities Program, the Local Crime Prevention Block Grant, and Title V of the Juvenile Justice and Delinquency Prevention Act.

Although the legislation repeals some federal initiatives, a "grandfather" clause in the bill permits com-

munities to continue funding for any local program currently receiving funding from the repealed programs. While the federal administration and legislation will be terminated, the programs themselves can continue to operate at the community level.

Block grant funds will go directly to a county-wide Youth Development Board. The funds would be allocated by formula based on a county's total youth population, the percentage of the population living in poverty, and recent increases in juvenile crime.

"For students of local government, Senator Kassebaum's bill represents an important development in collaborative decision making at the community level" says Commissioner Randy Franke, NACo's immediate past president, who helped organize NACo's Children Initiative. "It also reflects a serious attempt to transform a highly fragmented categorical approach into a cohesive, collaborative community strategy to support children and their families. NACo strongly supports the legislation."

At NACo's Legislative Conference last March, a resolution of support was overwhelmingly approved by the NACo steering committees and the NACo Board of Directors.

On a smaller scale, in 1992, NACo

See YOUTH DEVELOPMENT, page 13

County News invites Letters to the Editor

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

Proposal offers more flexibility to local governments

By Larry Jones
associate legislative director

After a highly charged partisan debate on April 24, the House Government Reform and Oversight Committee approved the Local Empowerment and Flexibility Act (H.R. 2086) by a vote of 21-19, along party lines. Representative Jim Moran (D-Va.) was the only Democrat to vote in favor of the bill.

From the moment members began deliberating the measure, Democrats, led by Representative Edolphus Towns (D-N.Y.), criticized the bill claiming it would undermine the enforcement of environmental, public health and job safety standards. In rebuttal, Christopher Shays (R-Conn.), the key sponsor of the legislation, pointed out that the bill is very similar to bipartisan legislation cosponsored in the last Congress by former chairman, Representative John Conyers (D-Mich.) and ranking Republican member William Clinger (R-Pa.).

According to Shays, the key difference between the two bills is the new language added to H.R. 2086 to ensure the enforcement of environmental, public health, job safety and other essential standards that Democrats have expressed concern about.

Under the proposed legislation, state and local governments will be allowed to combine two or more

categorical grants and receive a waiver from statutory and regulatory requirements that impede the effective delivery of services. Since there are more than 600 different federal financial assistance programs, proponents of the measure believe it will allow state and local governments to save administrative dollars by combining related programs; waive unnecessary, "one-size-fits-all" burdensome grant requirements; and use

Democrats criticized the bill, claiming it would undermine the enforcement of environmental, public health and job safety standards.

alternative approaches when they can demonstrate that services can be provided more efficiently.

NACo and other state and local groups are backing the legislation

and working together to urge broad bipartisan support. The Administration has expressed concerns similar to congressional Democrats over the waiver provisions and has indicated

it will oppose the legislation unless a number of changes are made, including exempting a long list of statutes.

State and local groups are hopeful an agreement can be reached that attracts broad-based support before the bill is scheduled for action on the House floor, which could be in late May or early June. The Senate Governmental Affairs Committee is expected to take action on a similar bill, S. 88, this month.

PILT supporters lobby Capitol Hill

By Jeff Arnold
associate legislative director

County officials from across the West traveled to Washington, D.C. late last week to lobby Congress for an increase in FY97 Payments In Lieu of Taxes (PILT) funding. Nine commissioners and supervisors, and a county treasurer campaigned from office to office to make Congress aware of the need to continue the increase in funding for the program.

Counties were successful in convincing congressional appropriators to increase funding by \$12 million for FY96 and would like to keep up the momentum. During the three-day effort, officials encouraged House and Sen-

ate appropriators to increase PILT from its current \$113 million to \$150 million for FY97.

"We are extremely pleased that we were able to come away from Capitol Hill with a sense that members of the House and Senate appropriations committees have a sincere interest in PILT," said Montrose County (Colo.) Commissioner Cindy Bowen.

In addition to Bowen, other officials who participated in the PILT "fly-in" were Dennis Brinker, Jackson County, Colo.; Louise Liston, Garfield County, Utah; Joan Frey, Klickitat County, Wash.; Dave Schmidt, Linn County, Ore.; John Bishop, Malheur County, Ore.; George Enneking, Idaho County, Idaho; Larry Layton, Navajo County, Ariz.; and Jan Porter,

Catron County, N.M.

The PILT Program was created in 1976. Until this year, the program had not seen an increase in its original funding level of \$105 million for two decades.

In April, Congress gave counties an extra \$12 million to help them offset rising costs for services for this current fiscal year. The funds are used by counties in 49 states to reduce the burden of local taxpayers from costs incurred by providing services on public lands such as solid waste disposal, law enforcement, search and rescue, and fire fighting.

"Our demand for services continues to rise," said Bowen. "We need this increase to reduce the burden on local taxpayers."

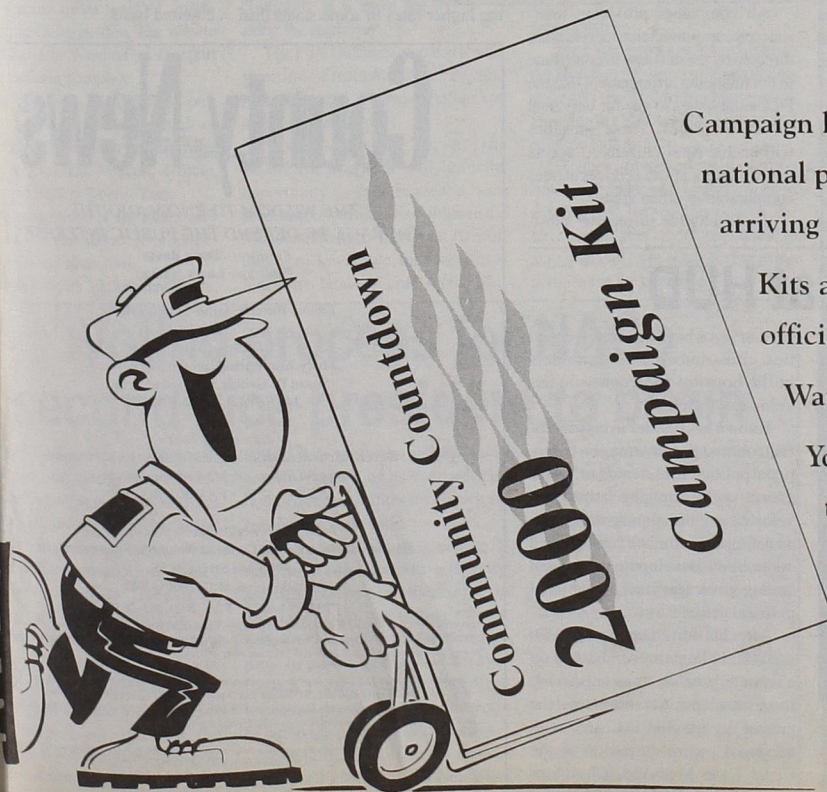
Most congressional staff told

the officials that the PILT Program had been quite fortunate to have received an increase when so many other programs were being cut, and that to hold the line for FY97 should be considered a victory.

"We've got to continue the pressure on Congress to receive our fair share, this is a major underfunded mandate that must be addressed," stated Liston.

Some of the officials also met with the editorial board of *Governing* magazine to discuss issues related to PILT, public lands, devolution and the general state of counties. The hour-long meeting covered a broad range of policy and funding questions, and proved to be quite informative for the all the participants.

Campaign kits for *Community Countdown 2000* will be mailed in the next two weeks!



Campaign kits to help you participate in this national public awareness campaign will be arriving in your county within two weeks.

Kits are being sent to the chief elected official in every county in America.

Watch for yours.

You don't want to miss the chance to take part in *Community Countdown 2000's National Conversation*.

**Community Countdown
2000**

New telecom law plugs rural areas into Info Highway

By Marilyn Grantham
NACo Extension Service fellow

The Telecommunications Act of 1996, signed into law on Feb. 8, has been described as "the most significant piece of legislation that the 104th Congress has ... enacted."

While ranking it as "the most significant piece of legislation" enacted by the current Congress might be questioned, the universal service provision in the new law does appear to open the door to giving the citizens of rural counties equal access to the "information highway."

The information highway is the term popularly used to describe the network of telecommunications services that enable people to connect with others around the world via telephones and computers.

Using these systems, people can talk with other people, send messages, search all kinds of computerized information sources, and view all kinds of visual information as well.

With such resources as close as their telephone and computer keyboard and monitor, geographic location no longer matters in terms of accessing the latest information on practically any topic.

This capability will ultimately enable teachers and students in rural schools to have access to experts and information in libraries and other sources all over the world, allow business people to buy and sell in the world marketplace, and offer doctors and other medical specialists the opportunity to connect with medical information and experts on all kinds of diseases and medical procedures.

The universal service provision in the new telecommunications law requires that low-cost telephone service be made available to everyone in the United States.

Since telephone lines are used for computer network connections, as well as long distance conversations,

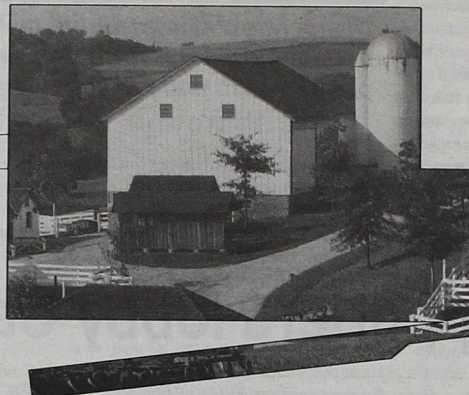
this provision is the key to ensuring that rural citizens will have equal opportunity to fully access the rapidly emerging information highway system.

The Federal Communications Commission (FCC) is overseeing the development of rules and regulations to make the universal service policy a reality. The FCC is ordered to convene a joint board of federal and state regulators who are charged with recommending rules for universal service by Nov. 8, 1996. The FCC must implement these rules no later than May 8, 1997.

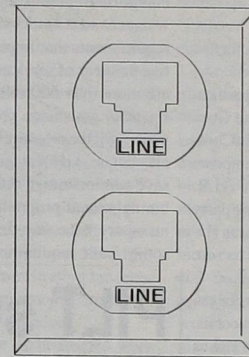
The joint board held their first meeting April 12 and heard testimony from five panels of people representing: 1) competition and universal service, 2) low-income consumers, 3) schools and libraries, 4) rural, insular and high-cost areas, and 5) health care providers.

The law also specified certain basic universal service principles that the joint board and the FCC must use to protect the public interest. These principles include:

- provision of quality services at just, reasonable and affordable rates
- equitable contributions by all telecommunications providers to the cost of providing universal service
- specific and predictable financing mechanisms for universal service
- access to advanced telecommunications and information services for all regions
- reasonably comparable services



With such resources as close as their telephone and computer keyboard and monitor, geographic location no longer matters in terms of accessing the latest information on practically any topic.



and pricing in all regions compared with urban areas

• access to advanced educational services for elementary and secondary schools, local libraries, and advanced medical services for health care providers.

The new law also directed the FCC to periodically decide which telecommunications services to include in the universal service definition, and thus which ones are eligible for government subsidies to ensure access.

In doing this, the commission will consider the role that the service plays in education, health care or public safety, its prevalence and commercial availability, and the public interest.

The FCC can establish a separate definition for what constitutes universal service for schools, libraries and health care providers.

All companies providing interstate telecommunications services are directed by the new law to contribute to the financing arrangement that the FCC establishes to pay for universal service subsidies. These subsidies will enable rural citizens to access telecommunications services at rates comparable to urban areas.

To be eligible to receive subsi-

dies, telecommunications companies must be making their services available to every customer in their markets when the FCC regulations take effect (no later than May 8, 1997). In addition, their services must be widely advertised and provided at least partially via their own facilities.

In areas where no companies are willing to provide universal telecommunications services, the law orders that services be provided by the best qualified carriers. The FCC is to pick companies to provide interstate services and state regulators are to pick companies to provide intrastate services.

In addition, long-distance companies are forbidden to charge rates in rural and high-cost areas that are higher than they charge in urban areas. They are also barred from charging higher rates in some states than

others. And they can't subsidize services in competitive markets, such as long distance services, with revenues from monopoly operations.

To promote telemedicine in rural areas, the new law requires telecommunications carriers to provide whatever services are needed for public, nonprofit providers to provide rural health care. Rates have to be reasonably comparable to those charged in urban areas.

The law defines health care providers as not-for-profit hospitals, colleges and university medical schools, community migrant health centers, local health agencies, community mental health centers, and rural health clinics.

The law also requires carriers to provide discounted services to elementary and secondary schools and libraries. The FCC is to promote advanced telecommunications and information services to school classrooms, health care providers and libraries, to the extent they are technically feasible and economically reasonable.

Schools with endowments of more than \$50 million, libraries ineligible for federal assistance, for-profit schools, libraries and health care providers are barred from preferential rates or treatment.

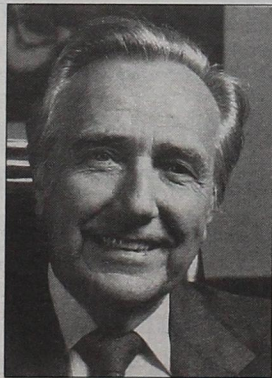
Schools, libraries and health care providers cannot sell or transfer telecommunications services they receive on a preferential or discounted basis.

Hillenbrand takes post at HUD

Bernard F. Hillenbrand, former NACo executive director, has been appointed as special assistant to U.S. Secretary of Housing and Urban Development (HUD) Henry Cisneros. Hillenbrand, who was known as "Mr. Local Government" during his tenure as NACo executive director from 1957-1982, will spearhead Secretary Cisneros' County Partnership Initiative.

The County Partnership Initiative is intended to reinforce and highlight HUD's commitment to counties and to ensure that there is an effective county advocate within the department.

Hillenbrand will focus his attention in three areas: forging stronger links between HUD and urban counties; monitoring imple-



Bernard F. Hillenbrand

mentation of the department's efforts at "bottom-up" management; and forming non-urban

partnerships between states, counties, cities and other shareholders in the housing and economic development arena.

Known as "Bernie" to his friends, Hillenbrand is no stranger to national politics. In his tenure as NACo executive director, he helped develop key national programs, such as welfare reform and housing and community development, and put county government on the national political screen.

After his retirement from NACo in 1982, Hillenbrand embarked on a second career as a pastor, serving in various capacities throughout the greater Washington, D.C. area, with the most recent as pastor of the Cedar Lane Methodist Church in Prince George's County, Md.

County News

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

President: Doug Bovin
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Editorial Staff:

Mary Ann Barton, senior staff writer
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Jay Sevidal, graphic artist

Advertising Staff:

Beverly Schlotterbeck, national accounts representative
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202/942-4256 • FAX 202/393-2630

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Choices are good 'n plenty for housing at NACo's Annual Conference

The decision on which hotel to stay in during NACo's Annual Conference in Harris County (Houston), Texas is challenging. The selected conference hotels are near shopping, restaurants and attractions that will reach visitor's tastes and interests. The seven conference hotels are in three general areas: Downtown, Galleria Area and the Museum District. For those still deciding, a little information on each area may make your choice easier.

The hotels available in the downtown area include the Four Seasons, Four Seasons Suites, the Hyatt Regency, and the Doubletree. These hotels are near the convention center, the Four Seasons within walking distance. Great entertainment is available downtown at the Alley Theatre. This is one of the three oldest professional theater companies in the country. The Alley Theatre began in 1947 and is housed in an award-winning, post-modernist structure with two stages. The Alley has developed a national reputation, and conference attendees are encouraged to catch a performance.

Many restaurants, offering a wide variety of ethnic foods, are downtown or within a short distance from the downtown area in Montrose and Rice Village.

Rice Village also offers a host of antique and exciting shops in which to browse.

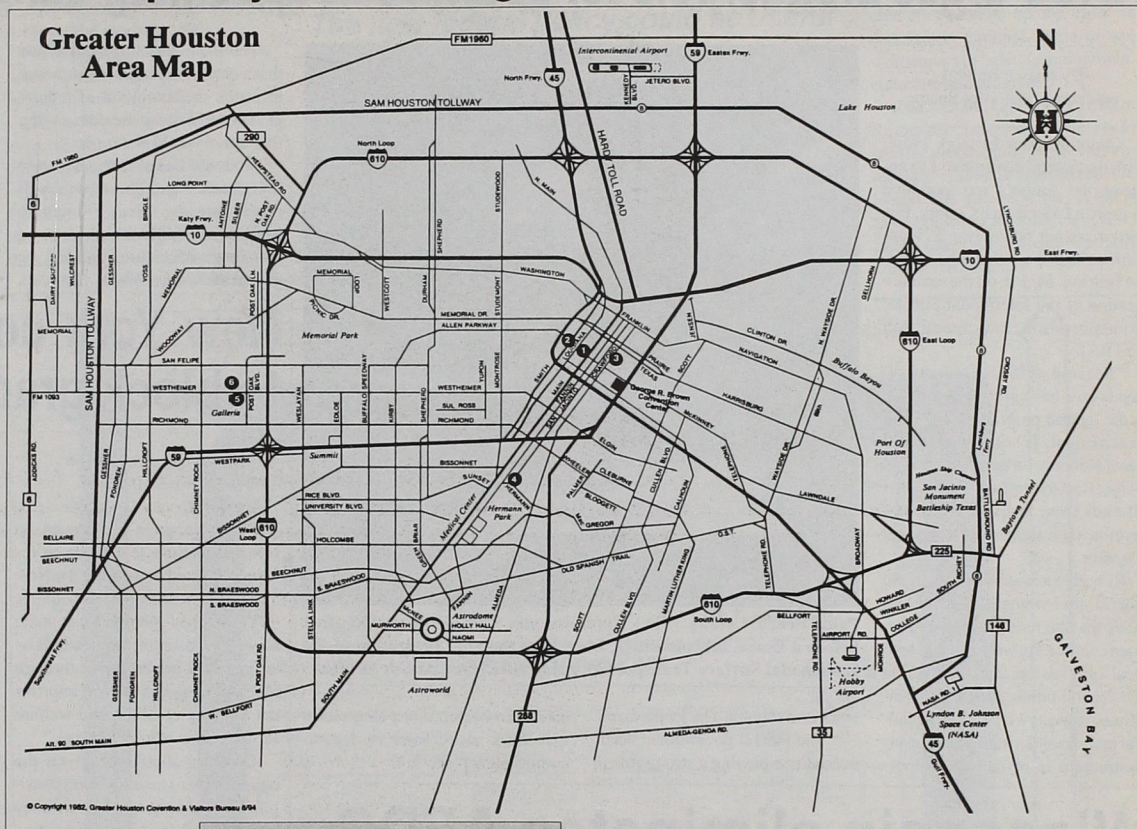
Also near downtown is the Museum District where you will find everything from the new Museum of Health and Medical Science, to the Holocaust Museum Houston and the Byzantine Fresco Chapel.

The Westin Galleria, Westin Oaks and the J.W. Marriott are approximately seven miles west of downtown in the Galleria Area. The Westin Galleria and the Westin Oaks are part of the Galleria complex.

The Galleria is a two million-plus square foot retail shopping mall of more than 300 stores. Among the many stores are Neiman Marcus, Tiffany, Gucci and Barney's New York.

The centerpiece of the three-story complex is a vast indoor ice rink beneath a soaring glass roof.

Movie theaters, department stores,



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- HOTEL MAP KEY**
- 1 Hyatt Regency Houston
 - 2 Doubletree at Allen Center
 - 3 Four Seasons
 - 4 Wyndham Warwick
 - 5 Westin Galleria & Westin Oaks
 - 6 J.W. Marriott

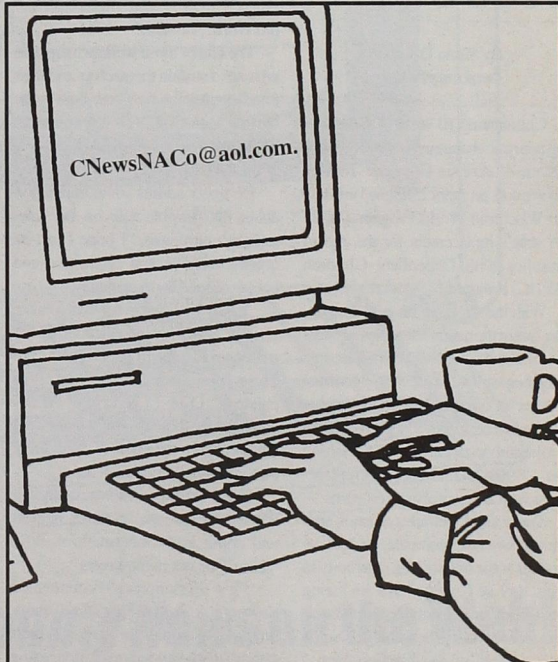
souvenir shops and bookstores round out the Galleria's amenities. From the Galleria, shoppers can walk or drive to nearby destinations on Post Oak Boulevard. The Saks Fifth Avenue Pavilion featuring many upscale shops and boutiques is a must-see along the boulevard.

The Post Oak area also has a wide selection of restaurants serving seafood, Mexican, Chinese, Italian and international cuisine.

Visitors staying in at the Wyndham Warwick will have the opportunity to experience the heart of Houston's visual arts culture in the Museum District. Less than 10 minutes from downtown, the Museum of Fine Arts, Houston anchors the Mu-

seum District. The Contemporary Arts Museum, the Houston Museum of Natural Science and the Children's Museum of Houston are also available for art and science enthusiasts.

Frequent shuttle service from all the hotels will make it easy for you to get to the George R. Brown Convention Center. So, no matter where you choose to stay, you will have ready access to the activities at the conference.



Voting process for NACo second vice president to begin

NACo member counties will vote for the election of NACo second vice president and on national policies to be included in the American County Platform at the Annual Conference in Harris County (Houston), Texas on Tuesday, July 16.

In order to be eligible to vote, a county must be a paid member of NACo. Member counties are required to designate one county official to pick up and cast the county's votes. A county may designate an alternate county official

within its county, an official from another county, or its state association president or director to pick up credentials materials.

If the county is designating its state association executive director or a delegate from another county in the state to cast the county's votes, both the county and the designee must be paid registrants of the conference. The designee will be required to present proof of registration prior to receiving credentials materials.

Credentials forms were mailed to the chief elected officials of

member counties the week of May 3rd.

After completing the form, please send your Credentials Information Form to: Credentials Committee, c/o Membership Coordinator, National Association of Counties, 440 First St., N.W., Washington, DC, 20001.

NACo needs to receive this information by Monday, June 10.

(Questions regarding this process can be directed to Susan Parrish, membership coordinator, at 202/942-4242.)

WEB US!

Share your ideas, your gripes, your news with *County News'* writers and editor at

CNewsNACo@aol.com.

NACo urges broader role for counties in upcoming transportation bill

By Shawn Bullard
media relations coordinator

Counties want to work closer with the federal government to improve the nation's transportation system, a Palm Beach County, Fla. commissioner said during a House Surface Transportation subcommittee hearing, May 2, on the reauthorization of the Intermodal Surface Transportation Efficiency Act (ISTEA).

"Because of ISTEA, county officials now have greater ownership in the federal program," said Palm Beach County (Fla.) Commissioner Carol Roberts, on behalf of NACo. "Any effort to remove local elected officials from this role would undermine their support for a national program."

Roberts stressed that it is in the federal government's best interest to see that the federal highway program continues to work directly with local officials on the construction and rehabilitation of roads and facilities. Roberts warned that the federal investment in transportation infrastructure is of national impor-



Palm Beach County (Fla.) Commissioner Carol Roberts testified before a House subcommittee, May 2, on the reauthorization of the Intermodal Surface Transportation and Efficiency Act, or ISTEA.

ance and shouldn't be jeopardized.

"The federal government needs to continue playing a strong role in

national transportation policy rather than back away from its federal commitment," she said.

The Palm Beach official added that counties strongly oppose any turnback or devolution of federal gas tax authority to the state, saying that move would be "tragic."

"I don't believe the 50 state legislatures and governors will raise state gas taxes enough to replace any federal highway and transit funds which would be eliminated through a turnback

proposal," she concluded.

Counties have a major stake in surface transportation. Counties own and maintain 1.7 million miles of highway, or 43 percent of the total road mileage in the United States. Counties also own 219,000 bridges, 45 percent of the total bridges in the nation. And finally, counties operate 25 percent of the nation's transit systems.

New York counties seek to block grant Medicaid

By Mary Ann Barton
senior staff writer

Since Congress has shown no signs of passing legislation to reform Medicaid or welfare, the New York State Association of Counties (NYSAC) has proposed that some New York counties begin administering Medicaid programs through block grants in order to "improve the delivery of health and welfare services at an affordable cost."

Counties should be given the opportunity to take more responsibility for the programs because they are on the front line of providing human services and have the expertise and knowledge to restructure how it's delivered, said NYSAC Legislative Director Dave Lucas.

One key aspect of the proposed legislation includes recommendations to regionalize the experiment, allowing counties to combine their resources and expertise to improve delivery of services.

New York counties are already helping decrease costs

Counties have been instrumental in helping bring costs down, contributing to the state's \$450 million surplus in FY95-96, according to NYSAC. "Reduced welfare caseloads were the result of counties' innovative up-front cost avoidance — making sure people are eligible before handing out checks — enhanced by extensive job search activities to assist people in finding jobs," Lucas said.

In addition, counties reduced Medicaid costs by making greater use of managed care, increased utilization of "gatekeeping" authority in Medicaid personal care and crackdowns on Medicaid fraud, all resulting in a 1.5 percent decrease in county property tax levies, which were previously increased an average of four percent each year since 1990.

Current problems

NYSAC hopes the legislation, to be proposed by New York Gov. George Pataki, passes in order to correct current problems with the Medicaid program. Problems include:

- Delivery of health and welfare services is fragmented — recipients and taxpayers alike are not effectively, nor efficiently served
- Lack of accountability and responsibility. Many entities share the burden of financing and administering the social welfare system with no single entity taking responsibility for the entire program. The result is the most expensive Medicaid and welfare programs in the nation.

- In the absence of federal Medicaid and welfare reforms and the state legislature's reluctance to implement block grants even if federal authority existed, SIPs offer the state and counties an option to begin reforms now.

The major features of the proposed legislation, dubbed "Service Improvement Projects (SIPs)," include:

- maximum local flexibility — statutory and regulatory — including the ability to interchange funds between approved SIP program areas
- status quo funding based on prior years expenditures
- sharing of savings proportionate to state and county respective contributions
- state approval of demonstration plans with special incentives for regional projects, and
- four distinct demonstrations including Indigent Medical Care, Home Care, Mental Health, and job demonstrations that include a combination of health and welfare services as proposed by a county region (which might be a group of counties working together).

According to NYSAC, there are certain criteria that must be met in order to make the program work. Each of the four demonstrations

In Indigent Medical Care, localities need the flexibility to design benefit packages, methods of service delivery and the ability to negotiate rates with providers. Counties also need the flexibility to focus their efforts on the four to five percent of the Home Relief (HR) client population that consumes nearly 50 percent of all Medicaid HR resources.

For Home Care, the priority

See NEW YORK COUNTY, page

Wisconsin eliminates AFDC

By Susan D. Grubb
senior staff writer

Culminating 10 years of orchestrating dramatic change in his state's welfare system, Wisconsin Governor Tommy Thompson, on April 25, signed into law the Wisconsin Works Program (W-2), the state's replacement for the Aid to Families with Dependent Children (AFDC) Program.

With the stroke of his pen, Thompson, one of the nation's foremost welfare reform mavericks, took the historic step of ending welfare in the state, a goal that was set in motion back in December 1993 when he approved legislation ending the authorization for AFDC starting Jan. 1, 1999, and calling for its replacement with a system based on work.

The current welfare system is apathetic, not compassionate, he told attendees at the bill-signing ceremony in Fond du Lac County. "We are caring enough about these children and families to help them become self-sufficient, instead of just handing them a check once a month then walking away," he said. "The welfare check is history."

Reaction from local officials ranged from excitement to anxiety.

Those in Racine County are "generally looking forward [to it] with a lot of hopes that it's going to work," according to Supervisor William Sklba, who is being considered for a committee that will write the administrative rules for the program.

Sklba likes some things in the program, like the child care component, but admits he's been somewhat critical of the way W-2 proponents claimed that AFDC didn't work. "It

didn't work," he said.

The fate of those welfare recipients who can't sustain themselves and their families after the five-year limit is the "prime question," he commented. "They have to do something to survive or they'll have to move."

He freely admits some trepidation about his possible role on the rule-making committee. "I hope I can be quality-sensitive and productive and not be trapped by expediency."

"It's a bad thing for Milwaukee County," said Milwaukee County Commissioner Elizabeth Coggins-Jones, "because it removes any safety net for children." Over 75 percent of AFDC cases in the county are women and children, she explained. "I don't think that's what America is all about."

Coggins-Jones predicts her county will witness an increase in abuse, neglect and crime in the aftermath of W-2. "They'll be out in the streets."

"It's revolutionary," commented Seymour J. Adler, Kenosha County director of human services. "I don't know if it'll be a good revolution or one that'll be revolting."

Adler worries about two things — will recipients be able to afford the copayments and will there be enough jobs when the next recession hits. "I'm an old-time social worker. I worry about the affects on kids and people," he said, but added, "There's a lot of promise in it."

Michelle Gormican, spokesperson for the Wisconsin Counties Association, described the mood in the state as "one of excitement." "W-2 will give the tools [welfare recipients] need to end their dependency," she said. "Counties are looking forward to a partnership

with the state."

She added that counties will have the option of contracting with a private company to administer the W-2 program. "Obviously, we're heading into unknown territory here," she said.

W-2 will be phased in starting in September 1997, and will offer four work options:

- Unsubsidized employment — The W-2 participants who are job-ready will be matched up with the best available job.
- Subsidized employment, or "trial jobs" — Individuals without a work history, but who are willing to work will be placed in jobs where an employer is subsidized to offset costs. The wage subsidy will be limited from six to nine months.
- Community service jobs — These positions will be available for those who need to practice the work habits and skills necessary to be hired by a private business. Workers will be limited to six to nine months in these jobs.

- W-2 transitions — This will be reserved for those who legitimately are unable to perform self-sustaining work even in a community service job. Participants will work in activities consistent with their abilities.

W-2 will provide participants with support services, such as child care, health care, housing assistance, food stamps, transportation and training. A copayment requirement for child care and health care will be based on family earnings. A person can spend a maximum of five years on W-2 during a lifetime.

The program, however, won't get the green light until Washington grants the numerous waivers the state has applied for.

Supreme Court decision, no obstacle to affirmative action

By Neil E. Bomberg
associate legislative director

The 1995 Supreme Court decision in *Adarand Contractors, Inc. v. Peña*, which seemed to strike a blow to the federal government's affirmative action policy, did not deliver a fatal one, according to a recent Department of Justice memorandum.

In the *Adarand* decision, the Supreme Court ruled that employment and contracting preferences based upon race, ethnicity and gender are unconstitutional, unless it is possible to demonstrate that job and contracting discrimination is an ongoing problem. Past discrimination is no longer relevant. What matters, the court ruled, is what is happening now.

Released in response to the *Adarand* decision last February, the Justice Department's memorandum says there remains a role for affirmative action in the federal employment and contracting arena, albeit a finer, more narrowly tailored one.

The new federal policy could be useful to counties that have, in the wake of the *Adarand* decision, begun re-examining their own affirmative action policies.

The guidelines, which interpret the court's ruling, go a long way toward affirming efforts toward achieving a diversified work force without engaging in racial quotas.

According to the Justice Department, affirmative action policies must be altered to show there is ongoing discrimination in government employment and contracting that can be remedied through a tailor-made response.

For example, the prerequisite for affirmative action, which shows evidence of present discrimination, does not have to be complicated. Small numerical differences between what would be expected if there were no discrimination and what actually occurs is one example.

Anecdotal and documentary evidence which demonstrates that minorities and women are underrepresented is another. In these and similar situations, the Justice Department believes that the government's compelling interest to remedy discrimination can be shown.

To narrowly tailor a response to race-based discrimination, the department recommends that:

- race-neutral solutions be considered before those utilizing race or ethnicity
- the manner of using race or ethnicity in drawing conclusions on discrimination be used judiciously
- the proportion of minorities within a job category not be compared to the proportion in the labor force since the proportion of qualified applicants may be substantially fewer than the eligible population

- consideration be given to the scope of the program, and
- consideration be given to the duration of the program and the impact on non-minorities.

The Administration's hope, however, that this memorandum would put the issue of affirmative action to rest may have been premature. A bill prohibiting any types of affirmative action is winding its way through the House and Senate.

The bill, introduced in the House

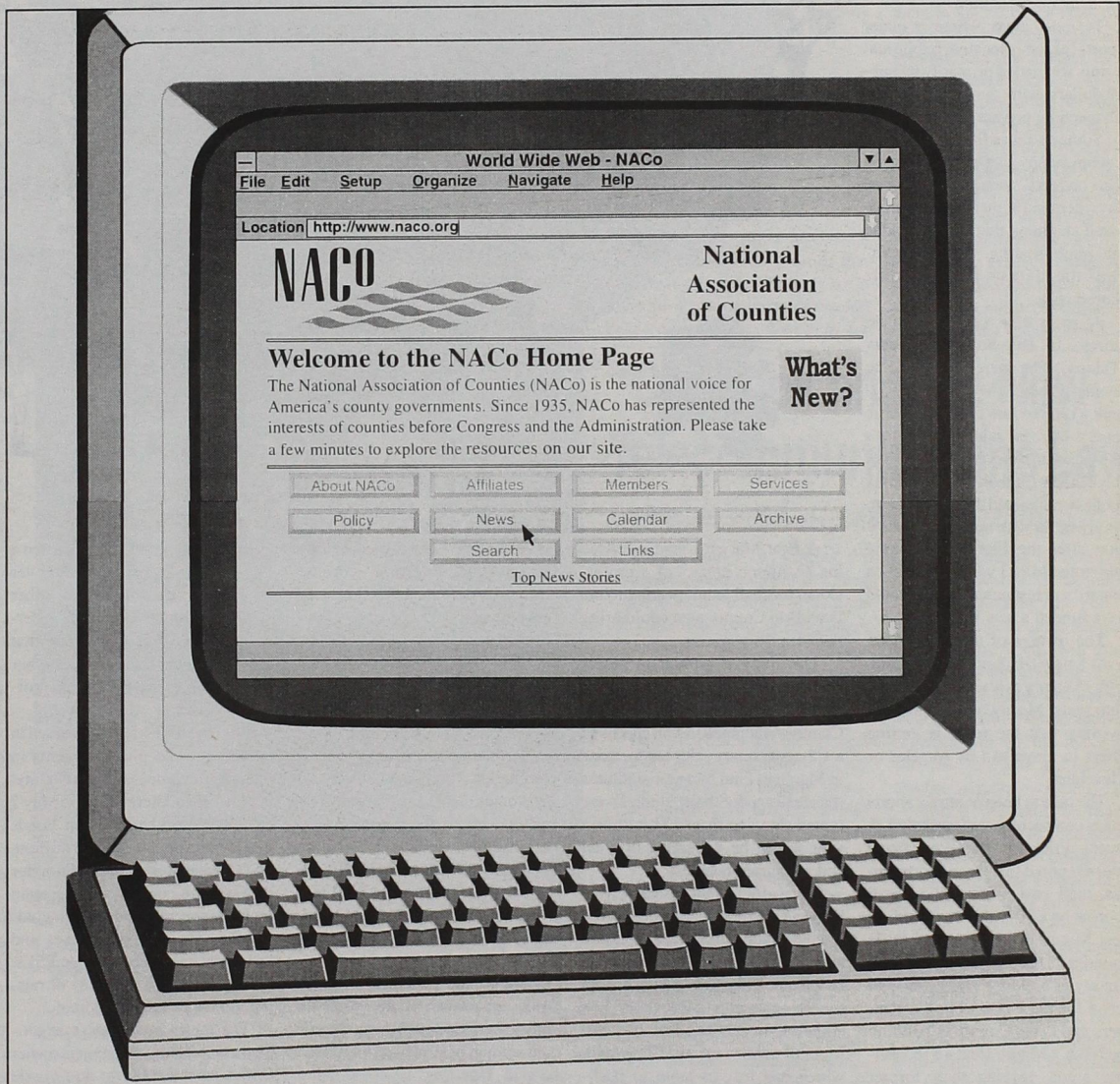
The new federal policy could be useful to counties that have, in the wake of the Adarand decision, begun re-examining their own affirmative action policies.

by Representative Charles T. Canady (R-Fla.) as H.R. 2128 (the Equal Opportunity Act of 1995), and sponsored in the Senate by

Majority Leader Robert Dole (R-Kan.) as S. 1085, would prohibit the federal government from implementing any type of affirmative

action policy and would outlaw preferential treatment on the basis of race, color, national origin or sex with respect to federal employment, contracts and programs.

The Senate Labor and Human Resources Committee recently held hearings on the bill. However, immediate action is considered unlikely. The bill, however, is likely to be reintroduced in the next Congress, where it may receive a more considered review.



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You can find the latest *County News* (just select the "News" button), model county program information, federal legislative updates, registration information for upcoming NACO conferences, training opportunities ... and lots more.

Happy Surfing!

Counties work to attract, keep pro sports teams

Factors: Economy, entertainment, national exposure, civic pride

By Mary Ann Barton
senior staff writer

Pro sports leagues increasingly find their teams on the run, with major consequences for counties across the country.

In some cases, counties may gain financial and cultural yardage while others are left holding the ball, i.e. an abandoned stadium.

In most areas where a major sports league is located, public stadiums are funded primarily by public dollars, with zero to 25 percent financed by private sources.

Some counties find that keeping a team happy can put a strain on their budgets, since pro teams these days demand either new or renovated stadiums that might include maximum seating, "luxury boxes" and the latest in electronic scoreboards.

At press time, county commissioners in Hillsborough County (Tampa), Fla. were attempting to decide whether the county should hold a referendum in September to raise a 1/2-cent sales tax to fund a new stadium for the Tampa Bay Buccaneers football team. A county spokeswoman said the commissioners are faced with making that decision after the Florida legislature adjourned May 3 without passing a rental car or restaurant tax that would have funded a new stadium.

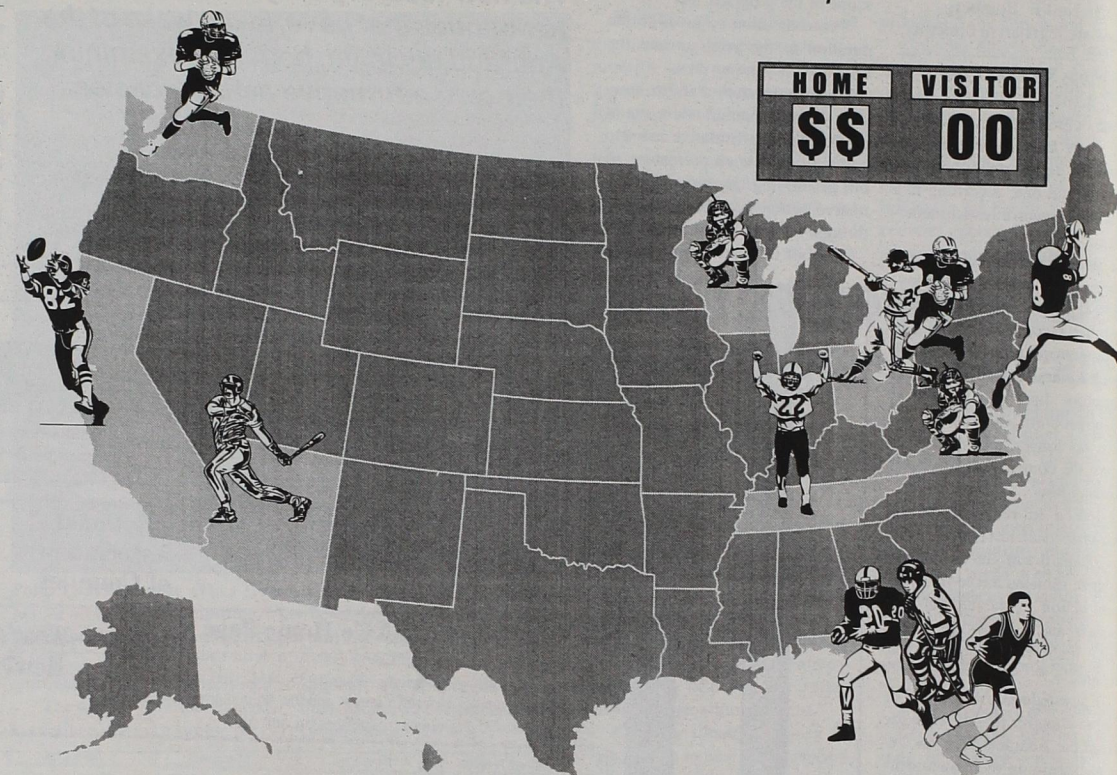
The owners of the Buccaneers want a new \$168 million stadium, with 75 luxury sky boxes and 10,000 club seats. Meanwhile, rumors are swirling that the team is getting offers to move to Los Angeles or Cleveland.

The race to keep or attract sports teams can become very crowded. A recent article in *The Wall Street Journal* noted that three sports arenas, total cost \$400 million, will soon sit on a 30-mile stretch of I-95 near Miami in Broward and Dade counties. That's because Broward County is building a \$212 million arena for the NHL's Florida Panthers and Dade County is building the NBA's Miami Heat a \$165 million arena, leaving their former home, the eight-year old Miami Arena, abandoned.

But not all moves are within the same region.

On April 30, the National Football League voted to allow the Houston Oilers football team to move to Davidson County (Nashville), Tenn., where county and city government are consolidated.

The Oilers still have two years left on their lease at the Astrodome, so they probably won't move until 1998. It's the fourth NFL team in the last two years to switch communities. Meanwhile, Houston is trying to figure out how it can get another football team to replace the Oilers.



A Peat Marwick study showed the economic impact of a professional football team locating to the Davidson County area could bring in \$65 million a year.

The study is similar to others performed around the country. For instance, before citizens of Hamilton County (Cincinnati), Ohio approved a 1/2-cent county sales tax increase in March to fund two new stadiums (baseball and football), studies were touted showing that \$133 million a year would be generated in hotel and restaurant business.

Local officials and residents were banking on the new stadiums keeping the Cincinnati Bengals football team and the Cincinnati Reds baseball team. There were rumors that the Bengals might move to Los Angeles, which has lost two pro football teams, or to Cleveland, which had lost its team to Baltimore, but has been promised an expansion team by the NFL.

In an attempt to educate the public about what they saw as a need for the teams, a group called Citizens for a Major League Future put together a list of answers to "concerns" of skeptical citizens.

One of the questions: "The public sector should not support private enterprises that can't compete."

The answer: "There are certain actions the public sector takes to ensure that important components of our community stay in our community. Those interests include quality retail, the arts, education and professional sports. This is no different than the city giving finan-

cial assistance to the owners of Saks Fifth Avenue or McAlpin's to make certain the store remains open in the downtown area."

Economics professor says economic impact minimal

But Andrew Zimbalist, an economics professor at Smith College in Northampton, Mass., who is working on a book about the issue, says sometimes "supporters get over zealous" about the economic impact that a pro sports team can bring to an area. He said such studies are done mainly as a promotional tool to convince the public that spending their tax dollars on pro sports is a good idea.

"All of the evidence we have from noninterested investigators shows that it doesn't bring a significant amount of money into an area," he said. However, he noted that a "moderate" economic impact can be made if a county has a "reasonable lease" and has not made plans "in a rush or under threats."

Zimbalist said an imbalance in the number of pro teams versus the number of counties and cities that want them "exacerbates the imbalance between supply of and demand for sports franchises."

This leads to cities and counties offering "the kitchen sink in their effort to retain existing or to attract new teams."

"The cities then build new stadiums costing in excess of \$200 million, plus infrastructural expenditures and debt service obligations that often double the cost of the project."

Zimbalist points out that often a city or county is left unable to cover its debt service with rent or other stadium revenues, "only to generate millions of extra revenue that inevitably is divided between higher player salaries and ownership profits."

Some of the counties involved in attracting or keeping pro sports in their area include Davidson County, which held a referendum on May 7 to approve \$80 million in bonds needed to complete a \$292 million, 76,000-seat, open-air stadium for the Oilers. A contract with the team includes several conditions, including the sale of luxury boxes and "personal seat licenses," or PSLs. Selling PSLs is a new way of raising money to fund a stadium.

The metro government negotiated a tough lease with Oilers owner Bud Adams that leaves no "wiggle room," said Beth Winstead, chief lobbyist for the consolidated government.

"We want to be sure we don't get left holding the bag," she said. "I know some of these states, cities and counties are getting tired of seeing their teams leave. ... I feel for them [Harris County, Texas]. ... We're just glad for the opportunity that is here for Nashville."

In addition to the economic impact on area businesses, Winstead noted there's additional value from TV viewers seeing the city on "Monday Night Football."

"You see the skyline of the city—that's an advertisement you can't put a price on," she said.

In Maricopa County (Phoenix), Ariz., they're building a \$148 million baseball stadium called Bank One Ballpark. The Western U.S. Division of Perini Corporation was awarded the contract by the Maricopa County Stadium District for the general construction of the 48,500-seat major league baseball stadium for the Arizona Diamondbacks. The work will include a retractable roof, concessions, locker rooms, offices and scoreboard. Construction will begin immediately with completion scheduled for spring 1998.

The stadium will include a pool in the right field stands which can be rented out by groups on a game-by-game basis.

In Milwaukee (Milwaukee), Wis., the state legislature last year approved a 1/10 of one percent, five-county sales tax to raise \$160 million to help finance a new stadium for the Milwaukee Brewers baseball team. The state senator who changed his vote, allowing the measure to pass, is now facing a recall election.

Brewers owner Bud Selig has promised to come up with an additional \$90 million in financing for the proposed \$250 million stadium. The new stadium is expected to have luxury boxes and a dome ceiling. "We need an edge, some way to attract fans," said Milwaukee County Supervisor Jim McGuigan. "We had snow on some of the seats a few days ago. We need

Federal tax reform gets mixed review from locals

By Ralph Tabor
associate legislative director

NACo joined 18 other local government organizations, including the Government Finance Officers Association (GFOA), U.S. Conference of Mayors and the National League of Cities, last week in testimony before the House Ways and Means Committee on the impact of federal tax reform proposals on counties, cities and states.

Arthur Lynch, GFOA president-elect and finance director of Glendale, Ariz., stated that eliminating the tax preference for municipal bonds under tax reform would sharply raise borrowing costs for local and state governments.

The loss of the tax exemption for municipals, according to Lynch, "means that state and local govern-

ments will not be able to afford important projects, including those that are federally mandated."

A report made available at the hearing by the Joint Tax Committee, the research arm of Ways and Means and the Senate Finance Committee, estimated that eliminating tax-exempt bonds might drive up borrowing costs by 1.5 percentage points relative to corporate bonds. It would cost state and local bond issuers an extra \$3.1 billion a year for debt service over the life of the \$204 billion issued in 1994.

"This additional revenue requirement would increase through time as more bonds are issued in future years," the committee said in its report. "Inability to finance these costs exclusively at the state and local government level could lead to the curtailment of certain public investments and services."

Ohio Treasurer J. Kenneth

Blackwell disputed the claim that bond finance would suffer under tax reform.

Blackwell, who was a member of the tax reform commission headed by former Housing and Urban Development Secretary Jack Kemp, said his analysis showed that "tax restructuring would not take away any of the advantages enjoyed by municipal bonds, nor would it raise borrowing costs for state and local governments."

Instead, the boost to the economy created by a tax overhaul would increase state and local revenues and lower interest rates on all types of securities, he said. "Tax-exempt securities will not fall in price," Blackwell stated. "This concern is based on a misunderstanding of the relationship between taxable and nontaxable securities, and I think it's without merit."

The Ohio treasurer was the only state or local official testifying at the hearings to support elimination of tax-exempt bonds.

Most of the witnesses said tax reform also posed problems for state and local finance apart from the question of how bonds would be treated under a new system.

Some of those problems would be caused by the elimination of the state and local tax deduction, as well as the deduction for home mortgage interest, which could deflate property values and decrease local property tax revenues.

Getting rid of those tax breaks "will jeopardize the creditworthiness of state and local governments, and could lead to municipal bond defaults if governments no longer have the revenues needed to pay their bondholders," Lynch said.

The joint tax panel report and several witnesses also warned that eliminating the federal income tax in favor of a consumption tax would create administrative hardships for

nearly every state and many local governments.

"Replacing the federal income tax with a national sales tax has the most extreme impact," stated Harley Duncun of the Federation of Tax Administrators, "because it effectively eliminates state income taxes as well."

The tax systems of 37 states conform a significant portion of their tax system to the federal code, so that eliminating the code would force them to get rid of theirs as well or create their own separate income tax systems, said Bob Holden, the treasurer of Missouri and legislative committee chairman of the National Association of State Treasurers.

In kicking off the hearing, Ways and Means Chairman Bill Archer (R-Texas), said he realized that "fundamental changes in our tax system may have significant impacts on state and local tax systems, financing and activities." He added that Congress wants the expertise of state and local officials in fashioning a new system.

CRIME BLOCK GRANT *from page 1*

In addition to including drug courts as a permitted program under the block grant, the local government block grant contains a special \$18 million set aside for drug courts to be used at the discretion of Attorney General Janet Reno.

Unlike the COPS Program, which requires a 25 percent local match the first year, a 50 percent match the second year, and a 75 percent match the third year, the law enforcement block grant requires only a 10 percent "in-kind" or cash match contribution.

Although NACo has strongly supported the concept of direct, flexible block grant funding to local governments, the association has been very critical of the block grant formula which remains in the legislation and is generally unfavorable to counties. Congressional leaders plan to introduce a technical amendment during the next several months to further address the formula disparity issue.

While the appropriations bill did not change the formula, it did include a safety valve (the Chabot-Lofgren amendment) to protect counties from major disparities in the formula.

NACo has obtained information from the General Accounting Office (GAO) which suggests that the safety valve could be activated for more than one-half of the block grant funds, affecting 2,201 jurisdictions.

Under the Chabot-Lofgren amendment, co-authored by former county commissioner, Representative Steve Chabot (R-Ohio) and former county supervisor, Representative Zoe Lofgren (D-Calif.), if a city receives twice as much as a county or collectively receives four times as much as a county and if the county possesses major court or correctional responsibility, the state's attorney general would have the authority to declare that "such allocation is likely to threaten the efficient administration of justice." It would then be up to the affected city or cities



Paul J. McNulty, chief majority counsel of the House Subcommittee on Crime, discusses the anti-crime block grant formula and the Chabot-Lofgren amendment during a panel session at NACo's Legislative Conference last March.

and the county to reach a mutually acceptable agreement on the distribution of the funds. The jurisdictions would then submit a joint application "for the aggregate of funds allocated to such units of local government."

According to Chabot, "It would be up to the city and the county to work together to come up with an agreement, because otherwise ... neither would get the money, so it is definitely to their advantage to come up with an agreement. We do not want to dictate exactly what that agreement needs to be, but it is in both of their interests" to resolve the problem.

The Chabot-Lofgren amendment requires that the joint application specify how such funds will be used. The amendment also permits units of local government to "establish a joint advisory board" to guide the distribution process.

An earlier amendment, introduced by Rep. Lofgren, would have potentially activated the safety valve if there were any disparity between city and county allocations, but the amendment was rejected by Representative Bill McCollum (R-Fla.), chairman of the House Subcommittee on Crime.

When Chabot also voiced concern over the formula, McCollum urged Lofgren and Chabot to try to work out a compromise proposal, which was ultimately approved as the Chabot-Lofgren amendment.

In a related development at a recent appropriation hearing, Assistant Attorney General Laurie Robinson announced that the Justice Department would create a new office to administer the program, but it will take five or six months before funds would be distributed, she said.

"Counties and the New Telecommunications Law"

A satellite broadcast coming to a county near you

What should I know about the new telecommunications law? How will it affect my county? What steps can I take to prepare for the changes it will bring? Many county officials are asking themselves these questions in the wake of passage of the Telecommunications Act of 1996.

Luckily, NACo has the answers and will provide them during a national satellite broadcast titled, "Counties and the New Telecommunications Law." It takes place on June 12 from 1-3 p.m. Eastern Time.

In Part I of the broadcast, Doug Bovin, NACo president and Delta County (Mich.) commissioner, will provide a brief overview of the pivotal role counties play in bringing telecommunications directly to citizens.

NACo Executive Director Larry Naake will explain how NACo helped to push telecommunications legislation through Congress. Finally, Costis Toregas, president of Public Technology, Inc., will describe how recent changes in the telecommunications industry have affected the lives of citizens and the role of county governments.

In Part II, a panel of telecommunications experts will offer insights on the provisions of the new law that directly concern counties. Nick Miller, partner at Miller, Canfield, Stone and Paddock, a telecommunications law firm, will explain how this legislation will change the way counties manage the public property (public rights of way) used by the telecommunications industries.

Montgomery County (Md.) Councilmember Marilyn Praisner will describe how the new act will

affect the authority of local governments to control the zoning and placement of cellular towers. Following this, John Pastel, county attorney for Kent County, Mich., will examine how the new legislation modifies the basic cable law and how it relates to local enforcement of the statute. The panelists will discuss these issues with the moderator and take call-in and fax-in questions from sites.

After a brief break, the final part of the broadcast will concentrate on how counties can maximize the benefits and minimize the costs of complying with the new law.

Clark County (Nev.) Assistant Manager Jim Ley will answer questions concerning the new revenue sources that may become available to counties as a result of the new law.

Sally Southard, commissioner, Butler County, Ohio, will discuss the new and improved services that counties will be able to deliver. Jane Gerdeman, of Telecom Planners, will explain the importance of assessing and amending county ordinances in developing a cohesive county telecommunications plan.

Mickey Hackenburger, chief lobbyist for the Colorado Association of Counties, will focus on ways counties can become more influential in passing state laws more favorable to their interests. Following this discussion, audience members will have a chance to call or fax questions to the group.

(For more information on the broadcast, please call Lois Kampinsky at 202/942-4267 or John Bonkowski at 202/942-4216.)

Counties raise awareness about their role

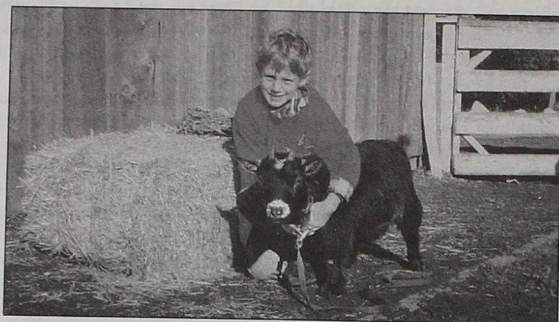
By Shawn Bullard
media relations coordinator

Ask a county official what they enjoyed most about National County Government Week (NCGW) April 21-27, and many will tell you that it was the chance to literally and figuratively open the courthouse doors for all to see what county government is all about.

"It is an excellent opportunity to showcase the county and let people know that you are there," said Peter J. Biondi, freeholder director for Somerset County, N.J. "We've participated, I think, every year and we just keep on expanding it."

As hundreds of counties celebrate NCGW annually, in conjunction with NACo, strong participation in the event continues to grow nationwide. Now in its sixth year, the celebration gives counties a unique opportunity to highlight county services and innovative programs, inform the general public, and tout what counties do best.

Many county officials said their constituents had no idea counties offered so many services and programs until their county began celebrating NCGW. For those counties thinking about participating in their first NCGW



A young boy poses with a goat at a youth ranch operated by the University of California Cooperative Extension in San Mateo County, Calif. In observance of National County Government Week, officials conducted tours of the ranch, which provides young people with a place to learn about caring for farm animals, gardening and environmental science.

next year, Biondi offers this advice:

"If you are going to do it you ought to do it full-blown," concluded the Somerset County official.

Begun in 1991 to raise public awareness and understanding about the role and responsibilities of the nation's counties, each year's theme focuses on one or two specific county initiatives.

This year's two themes highlighted "Community Countdown 2000," NACo's five-year public awareness campaign, and "Intergenerational Is-

suues." The following is only a partial list of the hundreds of weeklong celebrations which took place around the country during NCGW.

Chaves County, N.M. — Middle school students experienced some of the problems of aging. They went through a special program in which they felt older. They experienced blurred vision, reduced hearing and hindered walking. The program is designed to give students an appreciation for what some of their older neighbors

go through on a daily basis.

Wisconsin/Minnesota counties — To give recognition to the vital role counties play in the community, Wisconsin Counties Association President Shirley Holman and Association of Minnesota Counties President Kevin Kelleher conducted a joint news conference April 23 in Monona, Wis.

San Mateo County, Calif. — A working youth ranch conducted tours of their year-round educational programs. The ranch is operated by the University of California Cooperative Extension to provide young people with a place to learn about caring for farm animals, gardening and environmental science.

El Paso County, Colo. — Officials issued a challenge to middle and high school students to create a project or plan that would educate the public about county government. The plans were placed in a local mall for judging, and cash prizes were given for the most creative.

Bee County, Texas — County officials held an open house in conjunction with a ribbon cutting for new county offices. In an effort to convince them that it's not a good place to visit, students were treated to a lunch at the county jail.

Coffey County, Kan. — High school students who toured the courthouse were encouraged to register to vote. Free blood pressure checks were conducted by the county health department. A five-year county road plan was unveiled.

Franklin County, Ark. — High school class officers shadowed county elected officials throughout the day, April 22.

Grundy County, Iowa — County officials gave fifth and sixth graders a guided tour of the county courthouse, law center and landfill, April 22 and 23. The board of supervisors signed a proclamation in observance of NCGW.

Irion County, Texas — High school students participated in a mock Commissioners Court. Elementary school students learned about trials and elections. Elected officials held a mock trial and election for the students. Head Start students participated in a county-wide NCGW poster contest.

Jefferson County, Mont. — Touted as Government Interface Day, county leaders invited state legislators and candidates, April 23, to "a day in the life of a county official," complete with a road tour, administrative and planning meetings, and lunch at the local high school.

Salt Lake County, Utah — County officials printed an NCGW calendar of events. The calendar listed 32 programs that were being conducted in conjunction with NCGW. Such events included a ground-breaking ceremony for a new recreational center and a concert by the Utah Symphony Orchestra.

Montgomery County, Ohio — In addition to signing a proclamation, county officials worked in conjunction with a student government program to help students better understand how government works. High school students also shadowed county elected officials for two days.

Muskegon County, Mich. — The county published a two-color, eight-page newspaper which was full of photographs, art work and local advertisements.

The paper touted such events as the Muskegon County Aircraft Fair and county recycling program.

Mesa County, Colo. — County officials met with local school groups, and also issued a proclamation in honor of NCGW.

Lake County, Fla. — Officials issued a proclamation encouraging their citizens to assist the county in the development of intergenerational programs that utilize the experience of the old to help the young, and the energy of the young to help the old.

Trumbull County, Ohio — County commissioners issued a proclamation in honor of NCGW.

Augusta County, Va. — In a proclamation, county officials praised county volunteers for the "time, energy and expertise" they give to county residents. The proclamation also encouraged residents to thank volunteers for their many contributions as part of NCGW.

PTI releases 16 new reports on county/city energy research

Reports cover full spectrum of sustainable technologies and strategies

Public Technology, Inc. (PTI) has published 16 new reports covering a full spectrum of energy and environmental technologies and management strategies: everything from multibuilding district cooling to energy-saving traffic signals.

Capturing the findings of recent research local governments have conducted with support from the U.S. Department of Energy (DOE) and PTI's Urban Consortium Energy Task Force (UCETF), the new reports offer counties, cities, utilities and others tested strategies for energy conservation, environmental protection and economic savings.

Several studies propose innovative financing mechanisms and sound procurement strategies for resource-efficient technologies. Some involve efforts to educate residents and businesses about the benefits of conservation, and many forge partnerships among governments, corporations, and utilities for more energy-efficient communities.

DOE funds local government energy research through a competitive program administered each year by PTI's UCETF. The program is the nation's most extensive cooperative effort to improve both energy management and applications of energy technology in local government.

PTI is the nonprofit technology organization of NACo, the National League of Cities, and the International City/County Management Association. For 25 years, PTI has tapped collaborative research by its member

jurisdictions to create and advance technology-based products, services and enterprises in counties and cities nationwide. The UCETF is one of four task forces of PTI's Urban Consortium, a core sector of PTI's membership comprising some 50 of the nation's largest and most progressive urban jurisdictions. Sample reports (including publication order number and cost):

City and County of Denver, Colo. — "Technical Comparison Between Hythane, CNG and Gasoline-Fueled Vehicles" (92-325 — \$15)

Research is underway to develop alternative vehicle fuels that will reduce urban dependence on gasoline. This report summarizes a comparative research project of three vehicle fuels — hythane (a compressed natural gas and hydrogen mix), CNG and gasoline — in terms of tailpipe emissions. In addition to testing for emissions, the report also addresses important technology adoption issues such as identification of financial and technical support, development of a testing protocol, how to conduct federal test procedures, negotiating insurance coverage for fueling stations, and other important topics related to a comprehensive hythane-fueled vehicle program.

Hennepin County, Minn. — "Municipal Strategies for Implementation of the Minneapolis-St. Paul CO2 Reduction Plan" (94-314 — \$15)

The unwelcome presence of greenhouse gases in our communi-

ties, such as CO2, is becoming an ever more conscious and well understood fact of urban life, and one which local governments are rapidly seeking to address.

This implementation plan articulates a series of strategies — and lessons learned — for increasing energy efficiency and reducing CO2 emissions in municipal operations. The strategies focus on increasing the efficiency of government buildings and transportation systems, reducing and recycling waste, and supporting the development of alternative and renewable technologies.

Most importantly, the plan attacks the two major implementation barriers of limited funding and a lack of staff and resources, filling the all-important gap between policy articulation and action.

City and County of San Francisco, Calif. — "Achieving Full Municipal DSM Potential: An Assessment of DSM Potential, Financing Options and Program Design" (94-311 — \$15)

One of the key problems in realizing the significant energy savings potential in the municipal sector is that full implementation schedules are often too long, and local governments are often tempted to skim the cream rather than pursue more comprehensive retrofits.

To that aim, this project started with development of a comprehensive database of energy-saving opportunities from across the county,

a database which facilitated "what if" scenario development. The county then researched various financing mechanisms to help capitalize on the opportunities identified through demand-side management (DSM) actions. The concept of DSM is that it is more efficient and less costly to manage the way in which energy is used (i.e., manage the demand for energy) than to simply keep building more power plants to serve the demand for energy.

Montgomery County, Md. — "Integrated Energy Planning for a New Detention Center" (90-303)

The innovative approach taken by Montgomery County, Md. for its new detention center involved working with local utilities before soliciting architectural designs in order to establish an Energy Program of Requirements as a first priority for the building. By identifying rigorous energy efficiency requirements ahead of time, the county expects to save up to \$220,000 per year in energy costs through a reduction of energy consumption for the facility of approximately 26 percent over standard construction.

This report presents a description of the collaboration between the county and utilities, and the comparative design analyses that were performed.

(To order a publication, contact: PTI, 1301 Pennsylvania Ave., N.W., Washington, DC 20004, phone: 202/626-2400.)

Ramsey County relies on community to stop violence

By Susan D. Grubb
senior staff writer

What is violence? Is it limited to the behavior of the intimidating school yard bully who beats up other children in search of milk money? Or could it also be the aggressive driver who speeds down the highway, flashing his headlights so other motorists will move out of his way?

Identifying violent behavior and finding ways to stop it is the intent of a five-year-old project in Ramsey County, Minn., that turns to the community rather than government for answers.

Violence is ingrained in our culture, explained Shirley Pierce, coordinator of The Initiative for Violence-Free Families and Communities. "We need to look at how we're feeding it," she said.

It's so easy to blame others for propagating violence, like the media, she said. "We're all part of the problem and we're all part of the solution."

Drawing on the resources of the community is the most effective way to carry out the initiative's mission, county officials agree. They believe the community best understands the problems they face and the strengths they have for addressing them. Changes initiated by a community have more of an impact than change promoted by government, they concede.

"This has to be kept alive by the communities and neighborhoods," said Commissioner Rafael Ortega. "It gives people a sense of control," and "by being in on the ground floor, they're already the experts."

Beginnings

Prior to the initiative's conception, the Ramsey County board was already investigating ways to improve its family violence services. In the early '80s, an Abuse Council was formed, new programs were created, and old ones expanded.

Then, in 1989, after the murder of a young boy in protective custody by his parents, county officials reconsidered their efforts. Although an internal review revealed the county had met all of its responsibilities in helping the family, there was a realization that the county alone didn't have the ability or capacity to prevent violence.

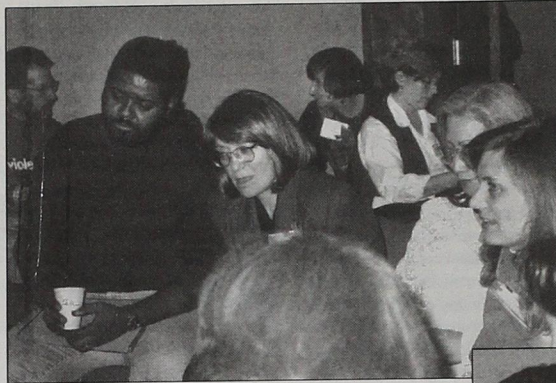
The board approved a recommendation to promote family violence prevention in a way that involved the larger community.

The county as provider of intervention services is in a "reactive position," said Pierce. It's important to look at what's further upstream, and "be thinking about root causes."

Prevention hasn't been "an equal partner," acknowledged Ortega. "Prevention should be our number one goal for the future," and it is done "a lot better by a neighbor than a government official."

A program that engages people

The initiative brings together more



(left) Ramsey County (Minn.) Commissioner Brenda C. Thomas (center) discusses issues related to gun violence with other participants at a violence prevention conference sponsored by Ramsey County's violence prevention initiative last October.

than 500 individuals and 100 organizations that work through 11 Action Teams. The teams take on different themes and issues, such as workplaces, neighborhoods, schools, the media, health and social service delivery systems, and the legislature.

Team members come from various sectors of the community, including schools, private businesses, hospitals, social service agencies, churches and synagogues, television stations and newspapers, state and city officials, cultural and community organizations, law enforcement and the courts, and all levels of county government.

This program is unique "in the way it engages people," said Pierce. "They're free to design their own plan. They're free to implement their own plan. ... They're the creators and designers and doers."

Making an impact on society

The work of the action teams is evident in many parts of the community. Some of their accomplishments include:

- violence prevention training packages for the workplace
- a workplace violence policy adopted by the Ramsey board of commissioners for county offices
- a Violence-Free Campus Campaign in the Twin Cities
- domestic violence screening systems for primary care medical clinics
- a "Role Models" handbook for youth workers in daycare, camp and school settings
- legislative and educational initiatives to prevent gun violence
- violence prevention curricula and programs in all Ramsey County schools and resource development for private schools, and
- a series of televised public service announcements.

Through the efforts of the Media Action Team, the University of Minnesota, two years ago, pulled its football ads which boasted: "Pain, Suffering, Brutality. Get all 3 for \$8." Team members had expressed their concern to university officials that they were "belittling the experiences of victims of domestic violence," recalled Dave Mathews, head of the Action Team.

The media team has also encouraged local news stations to run more positive pieces on what neighbor-

hoods are doing to prevent violence to counter the "If it bleeds, it leads" mentality in newsrooms. Mathews believes continual coverage of violence increases isolation within communities and a sense of being overwhelmed when citizens don't hear what citizens are doing to prevent it. When the media says, "We're only reporting what's out there," Mathews remarked, he counters with, "You're only reflecting part of the story."

Changes in the workplace

One area where change has been most evident is in Ramsey County offices and its employees.

"We've changed to a deliberative and collaborative model of management" with more of an emphasis on employee safety, commented Rob Fulton, director of public health. All employees now carry cellular phones when they're out in the field, he noted, and they're advised not to enter buildings if they perceive them as unsafe. They've also been trained to ask clients about whether they feel safe in their home and to direct them to resources where they can get help.

There needs to be change even at a commissioner level, added Commissioner Ortega. "It's not just hitting somebody, it's how we behave," he said. "We can be assertive without being aggressive."

Limited county role

The county's role in the initiative is very limited. Pierce and her staff provide a continual vision and serve as a convener, community partner and facilitator. The county provides any necessary resources, such as printing, product design and layout, and coordinates Action Team mailings. County staffs are also encouraged to support and participate in the initiative's work. The authority to plan strategies, make decisions, and act resides in the community, Pierce stressed.

We knew we had to emphasize the county's limited role, she said, in



(bottom) Shirley Pierce, coordinator of Ramsey County's Initiative for Violence-Free Families and Communities, speaks with another attendee at the conference.

order to get the support of private sector and nonprofit organizations who were asking, "Was this one more government program?" There was a lot of suspicion, Pierce said.

Funding for the program comes from the county and the state. Ramsey County contributes about \$140,000 annually, but Pierce points out that more than 10,000 volunteer hours per year are donated by members for meetings, Action Team events and product development. The state provided \$11,000 to the initiative in 1996.

Measuring success

Although a formal evaluation measuring the impact of the program is just getting underway, Pierce can see how attitudes are changing. "People are defining violence on a spectrum," she observed.

Before, any talk of violence was assumed to be about violence in the streets or bullying behavior in the workplace and schools, she said. Five years ago, she continued, aggressive driving may not have been labeled as violence.

"People are talking more about doing simple things," she added, like being courteous and saying "Good morning" to neighbors. People are also making connections between behavior at home and the workplace. But the telltale sign of its long-term success she put in the form of a question. "Do we raise a less violent generation? Will that be the case in 10 years?"

Sangamon County equips domestic abuse victims with alarms

By Susan D. Grubb
senior staff writer

Victims of domestic violence are feeling a bit more safe in Sangamon County, Ill., thanks to the personal alarms they now carry, courtesy of the county.

When a victim feels she is in danger, but is unable to get to the phone to call 911, she can activate her domestic violence alarm which beckons nearby police to her residence.

After the alarm is set off, a dispatcher at George Alarm, the local firm that produces the devices, retrieves information about the alarm holder from its database, such as her location, her most likely abuser, and his description.

Meanwhile, the dispatcher at the county sheriff's department locates the closest squad car to the scene and transmits the same information to the car's on-board computer.

For the first time, "the information has gone directly right into the squad car," said Deputy Patrick L. Davlin, domestic violence alarm coordinator, with the sheriff's office. This approach "increases accuracy, reduces time, and is less stressful for officers," he explained. "Now they're prepared to handle the problem."

The participants, all women, must be in a "severely violent situation," according to Davlin, and actively involved in the prosecution of the abuser.

"They feel much safer," said Nancy McVey, victim witness director with the state attorney's office. Since the alarms were distributed in late March, none have been activated. However, McVey expects this to change as summer approaches. "When the weather gets warmer, people start fighting more," she said.

The price of this type of alarm can vary from \$110 to \$250. The county paid \$1,600 for its first batch of alarms, however George Alarm has elected to donate them in the future. Davlin advises other counties to solicit the help of a local alarm company that might supply them at no cost.

In exchange for its participation in this pilot program, the county paid nothing for the software provided by HTE, Inc. Such software is normally priced between \$10,000 and \$15,000.

(For more information about the program, contact: Deputy Patrick L. Davlin, domestic violence alarm coordinator, Sangamon County Sheriff's Department, phone: 217/753-6388.)

Stage II

How states treat cities and counties will make or break the devolution revolt

By Steven D. Gold

The following article first appeared in the April 1996 edition of "State Legislatures," a publication of the National Conference of State Legislatures (NCSL), and is reprinted with permission.

Devolution is in the air. The federal government may be on the brink of passing important new responsibilities to state governments—if not this year, then in 1997.

Block grants, reduced aid and elimination of regulations are all part of this historic move to transfer power and responsibility from the federal government to the states.

Now many governors and legislators are contemplating similar reforms for state and local governments. Is that wise?

To answer this question, state officials can turn to guidelines espoused by the NCSL's Task Force on State-Local Relations a decade ago to help them grapple with the issues raised by devolution, says the chair of that task force, Stanley Aronoff, now president of the Ohio Senate. "We were pioneers in examining the proper relationship between state and local governments," he says. "Now that devolution is on the cutting edge of public policy, legislators and governors should think hard about implementing more of the policies we endorsed."

The preamble to the task force recommendations started with these prescient words: "We are on the brink of a period of significant change in the way state and local governments interact. ... Federal aid already has decreased considerably and further large reductions appear likely. These changes create a vacuum that forces states to reassess their policies."

In the 10 years since that statement, states have in fact been forced to reassess their policies. But, with a few exceptions, states have ignored one of the main task force principles, that of viewing state and local governments as part of a unified system. John Shannon, former executive director of the U.S. Advisory Commission on Intergovernmental Relations (ACIR), coined two phrases to describe this period. Although he was talking about the relationship between the states and the federal government, his labels apply just as well to a discussion of states and local governments:

- *De facto* federalism, because states act in a piecemeal fashion rather than as part of a conscious "grand design."

- Fend-for-yourself federalism, because states increasingly tell cities and counties, "You're on your own."

One important sign of "fend-for-yourself federalism" is that state aid to local governments has been growing more slowly than other state spending. In 1992, the last year for which figures are available, state aid (including assistance to schools) was 32.3 percent of total state spending. That was the lowest proportion in any year since the U.S. Census Bureau began reporting that statistic in 1957. Before 1989, aid had never been less than 34 percent of spending.

Another indicator is that in every year since 1985, local taxes have risen faster than state taxes. Although states have increasingly encouraged cities and counties to rely on sales taxes (12 states loosened restrictions on the local sales tax between 1990 and 1993), the property tax accounted for most of these local tax increases.

Slow growth in state aid to local governments is not the only reason local taxes are going up faster than state taxes, but it's one of the reasons.

Guidance for devolution

When legislators turn to the task force recommendations, they will find guidance on two themes of vital importance in a period of devolution—ways to increase governmental efficiency and principles basic to a rational "sorting out" of responsibilities between state and local governments.

Efficiency

Efficiency is especially important now because states and local governments will be receiving less federal aid at the same time that voter resistance to tax increases has stiffened and demands for increased spending remain strong. Four ways states can help their localities improve efficiency are to relax mandates, provide technical assistance, develop benchmarks for evaluating local activity and decentralize decisionmaking.

Mandates

Many states have enacted barriers

to new unfunded mandates on local governments during the past 15 years. But states could go further and reconsider many existing mandates, perhaps relaxing or repealing them.

Mandates are not all the same. Some set out standards of "good government," ensuring high ethical standards, nondiscrimination and full disclosure of government affairs to citizens.

The task force maintained that such mandates are appropriately paid for at the local level.

But other mandates are unreasonable impediments to the efficient provision of services. The task force called particular attention to mandates prescribing local personnel policies, environmental standards, service levels and tax base exemptions.

Powerful groups of local employees often succeed in "end runs," asking state government to require cities and counties to provide certain benefits that the employees could not obtain through bargaining, such as generous pension requirements for police and firemen. The state mandates, but local taxpayers foot the bill.

Several governors have attacked such mandates recently. Last year New Jersey Gov. Christine Todd Whitman got the legislature to repeal a requirement that police chiefs had to be paid at least 10 percent more than any other member of the police department.

And this year New York Gov. George Pataki has proposed that the state end its requirement that disabled firefighters be given full pay until they are 70. Following the same principle, Pataki recently vetoed a change in arbitration procedures that is likely to raise New York City police salaries more than city government feels is justified. The legislature, however, overrode the veto.

California has been repealing mandates since the 1980s. But a county spokesman reports that once a mandate has been in force for a number of years, citizens become accustomed to it, so counties find it difficult to stop providing a service even after a mandate requiring it has been dropped.

Technical assistance

A second way of enhancing efficiency is for the state to suggest methods to streamline local costs. This kind of help can come from comparison studies of how certain services are provided in other cities, or research on a new technology that could help deliver, for example, trash pickup in a more efficient way. New York's

secretary of state used to have a large staff for that purpose, but it was wiped out when the state budget was in deficit in 1991. More recently, New Jersey has been providing such assistance when requested by local governments. Even if the ideas suggested are not new, the fact that an impartial state agency has proposed them may provide political cover that helps locals overcome resistance.

Benchmarks

A third role for states is to collect and analyze comparative information about city and county spending, taxes, fees, personnel policies and services. Such information needs to be presented in an easy-to-use format that helps local governments and citizens understand how operations compare with those of similar cities and counties in the state. It may reveal, for example, that a county has unusually high per capita spending for a particular service or that its wages or fringe benefits are far out of line with its peer group. Such information can provide a context for better decision making. Connecticut and Georgia are good examples; they both publish reports with useful comparative spending information for local governments.

The benchmarks could also be part of an annual report—"The State of Local Government"—which is another proposal of the task force. The report would help state officials, citizens and local officials understand whether fiscal conditions are deteriorating and, if so, why. Is it because of falling federal or state aid, changed demographics, mandates or local management practices?

Decentralization

Decentralization can promote efficiency while helping to assure that services are responsive to citizen needs. For example, Florida recently established a new governance structure for health and human services, shifting decision making authority from Tallahassee to 16 regional boards appointed by the governor. The volunteer boards determine priorities, oversee the budget and policies and evaluate district administrators.

Sorting out

Sorting out refers to what level of government performs what functions and how they are financed. For many years, it has been assumed that services for the poor should be primarily the responsibility

of the federal government, with most of the remaining costs borne by states. Following this reasoning, most states have picked up the cost of Aid to Families with Dependent Children and Medicaid that is not paid by the federal government.

Now that the federal government may turn over more responsibility for welfare and Medicaid, would it make sense for states to follow suit, turning over more welfare and poverty-related programs to cities or counties? That is precisely what Pataki is proposing. He explains the rationale this way: "At the federal level the needs of New York State are not the same as the needs of South Dakota or Iowa. At the state level, the needs of Brooklyn or the Bronx might be very different than the needs of Cattaraugus County. For too long, the programs have been just dominated and micro-managed from above to meet a model that really doesn't exist."

Although many state officials have asked for control of welfare and Medicaid, arguing that they can run the programs better if freed from federal restrictions, local officials have not been begging for a similar transfer of authority to them. In fact, most of them oppose it. "The central cities have a disproportionate share of poor people. It is both more equitable and more efficient for the state to finance the costs of welfare and related programs," says Michael Lawson, director of government finance for the Connecticut Conference of Municipalities.

Many state officials worry about becoming "welfare magnets," with poor people moving to their states because they have higher benefits. Whether or not this happens, the problem would be much worse if local governments controlled welfare, since it is easier to move from county to county than from state to state. Besides, the counties or cities that have the most poor people are often the very ones with the fewest resources to provide welfare benefits.

Nevertheless, devolution of poverty-related programs from state to local governments is likely to be seriously considered. New York's governor has called for just such policies in this year's budget, and other governors may follow suit.

More is involved than just welfare and Medicaid. Representative Ann Rest, chair of Minnesota's House Tax Committee, worries that counties will be left with heavy burdens financing other social services—housing assistance, foster care and prenatal programs, for instance. "We shouldn't just leave local governments holding the bag, without considering their ability to fund for services that are critically needed," she says.

Phil Dearborn, ACIR director of government finance says, "The big question is who's going to look after the indigent. Will cities be able to ignore them? We've been through this before with the home-

DEVOLUTION *from page 12*

less, and that's a relatively small problem. If I were a city official, I'd be pretty frightened."

It does make sense for states to reconsider how functions are sorted out, but this should be done based on the answers to such questions as: Does the program provide local or statewide benefits? Can costs be controlled locally? Is it important that some minimum level of service be provided?

The NCSL task force urged states to think about whether some functions should be turned back to local governments while others are assumed by states. Should programs that primarily benefit local residents receive state aid? Should other expensive aid programs that are not related to local needs and local tax bases be reformed or repealed?

Some states have already been making changes. Many have assumed the cost of operating criminal courts. California realigned mental health programs in 1991, turning them over to counties while providing new revenues (including a half-cent sales tax increase) to defray most of the costs. Last year Iowa relieved counties of a big share of the cost of mental health programs. Many states have decided that they should no longer pay the cost of teacher pensions, preferring to support education through an equalizing aid formula. Each of these changes had a good reason behind it. The change in California encouraged localities to be more price conscious. The Iowa reform relieved the property tax. Because rich school districts pay higher wages and usually have smaller class sizes, turning over teacher pension plans to local districts in exchange for more state money in school aid formulas is a fairer way to distribute state funds.

YOUTH DEVELOPMENT *from page 2*

was successful in developing a similar prevention strategy in the Juvenile Justice and Delinquency Prevention Act (Title V). The new title also required a local collaborative process as a precondition for receiving federal funds. Title V was funded at \$13 million in FY94, \$20 million in FY95 and \$20 million in FY96.

The Youth Development Community Block Grant builds and improves upon Title V by requiring collaborative decision making at the county level. This requirement ensures that all relevant interests, including county health and human service programs are represented at the table. (Under Title V, counties or cities can independently apply for funds, although in most cases the county has been selected as the grant recipient.)

Appointment to the local Youth Development Board reflects this collaborative process with input from the county; the city; and representatives from the local youth development, school and drug abuse prevention communities.

One potential pitfall of devolving programs to local governments is the possibility that they won't have the resources to assume the added responsibilities.

"If states trust counties to run the programs, then they should also trust them to raise the money for them, provided that local officials are willing to take the heat," argues Jean Ross, director of the California Budget Project. She says California counties are in a tight spot because of court interpretations of voter initiatives that say counties can't raise taxes without a vote of the people. In Utah, a legislative task force was formed last year to study county revenues as well as program requirements imposed by higher levels of government. The task force recommended that a 0.5 percent county option general use tax be authorized by the legislature this session.

Sorting out is directly related to state aid. It may be logical to turn over a function to cities or counties if the program is still a priority to the state and if an appropriate amount of aid is provided. If a state has a large number of small programs, it could be a good idea to combine them in a block grant. But creating a new block grant does not necessarily justify sharply slashing aid. Last year Connecticut Gov. John Rowland proposed several new block grants, with funding reduced 25 percent. The legislature rejected his proposal although it did cut aid for some programs.

Two legislative agencies — Virginia's Joint Legislative and Audit Review Commission (JLARC) and California's Office of the Legislative Analyst—issued blueprints in 1993 for how states should think about sorting out. Phil Leone, JLARC's director, says that its study

generated considerable discussion but that little concrete action resulted because solutions are so complicated. The same is true in California. Perhaps the coming budget crunch will lead these and other states to revisit their suggestions.

Leone reports that JLARC's study led to creation of a group concerned about the relationship between cities and suburbs. This year the partnership has proposed that the state provide grants to regions to promote cooperation within metropolitan areas.

Along the same lines, in the 1980s, Virginia began to promote regional jails by subsidizing part of their operating costs, an initiative that has been successful in reducing governmental costs.



Other themes

Another idea is that states should have some kind of forum where state and local officials can discuss ways of improving policies. This could be a legislative commission on state-local relations or a state ACIR, but most such organizations

in the past have fallen short of what is needed. Two of the most successful state ACIRs in the 1980s had strong leadership from powerful legislators, Representative John Bragg of Tennessee and Speaker Bob Shaheen in South Carolina. Today, Colorado Senate Leader Tom Norton is significantly involved with the Colorado ACIR.

North Carolina's State-Local Partnership Act recently established a task force that could serve as a model for other states. It consists of state leaders from both the executive branch and the legislature as well as representatives of major groups of local governments.

Since last June the task force has been trying to develop some commonly accepted principles for devolution. Ron Aycock, executive director of the North Carolina Association of County Commissioners, strongly supports this effort but adds that it is too soon to tell how successful it will be.

Another task force idea that is important for states to consider in this period of devolution is that state officials need better information about local governments.

Too few governors and legislators have a good understanding of the problems facing cities and counties and how state policies affect

them. South Carolina's State Budget Division, for instance, has developed a "fiscal impact statement team" that allows the state to survey local officials quickly about program costs of proposed mandates.

Virginia has a mandate catalog that allows legislators to quickly review programs locals have to pay for.

It's time for a change

With devolution upon us again, it is time for states to take up another major tenet of the task force: "The time has come for states to change their attitude toward local governments—to stop considering them just another special interest group and to start treating them like partners in our federal system of providing services for citizens."

Legislators should be aware of local problems and put them high on their priority list. If states and local governments truly become partners, the devolution revolution may work.

(Steven D. Gold is a senior fellow at the Urban Institute in Washington, D.C. His book, *Reforming State-Local Relations: A Practical Guide* [available from the NCSL] provides an explanation of how the NCSL task force recommendations can be used.)

NEW YORK COUNTY *from page 6*

to grant counties "gatekeeping" authority for the delivery of Certified Home Health Agency and Long-Term Home Health Care services.

"Funds must follow people, not programs," the proposed legislation stresses, in order for the **Mental Health** demonstration to work. The consolidation of more than 70 state funding streams is necessary to end the practice of providing inappropriate and fragmented services. Also, extensive regulatory restrictions must be lifted.

An example of **joint SIP demonstrations** might include combining Medical Indigent Care with

Mental Health services. The majority of HR costs are associated with a small percentage of that population, whom overwhelmingly require mental health and/or substance abuse services.

NYSAC says other "solutions" or advantages to be considered in the legislation include:

- providing statutory and regulatory flexibility to authorize a statewide demonstration which allows counties to implement health and welfare service improvement projects (small-scale block grants)
- a demonstration approach that

will provide valuable insight to the level of savings that can be achieved by providing counties "gatekeeping" authority over a myriad of human services programs

- regional demonstrations that will alleviate concerns of statewide differences in implementation and create more uniformity, and

- counties to ensure that an adequate level of services the banding together of will be provided and curb fears of a so-called "race to the bottom."

NYSAC has until July, when the state legislature adjourns, to get its voice heard.



Vice President Al Gore presents Dallas County (Texas) Hospital Medical Director Samuel Ross, M.D., with the Public Employees Roundtable's 1996 Public Service Excellence Award at a ceremony on May 6 in Washington, D.C. Looking on are other hospital staff members (l-r): Bette Richardson, Betsey Attel and Jennie Walsh. The hospital received the award for its Community Oriented Primary Care Program, which is designed to improve the health of medically underserved individuals through easily accessible primary care, health maintenance and medical intervention programs.

SPORTS TEAMS from page 8

additional revenues with the luxury boxes."

Alameda County (Oakland) Calif. is renovating its Oakland-Alameda County Coliseum Stadium for \$100 million, including adding 24-foot-high video boards costing \$8 million. The deal is being financed by selling 10-year "licenses" to seats.

"We're renovating the stadium to keep our teams here," said Alameda County Supervisor Edward Campbell.

Last year, the Raiders football

An imbalance in the number of pro teams versus the number of counties and cities that want them "exacerbates the imbalance between supply of and demand for sports franchises."

Andrew Zimbalist
economics professor
Smith College

team returned to the area from Los Angeles after a 15-year absence.

The Oakland A's baseball team also plays at the stadium.

Campbell said the county "doesn't get a lot" of revenue from the teams and stadium being there. "We go along — if Oakland does well, then people in our social services system are doing better and we have less problems," he said, noting jobs created by the stadium, and area restaurants and hotels.

Prince George's County, Md. has reached an agreement with the state government and Washington Redskins owner Jack Kent Cooke to build a new \$170 million, 78,600-seat stadium, about five miles away

from the Redskins' current home, the Robert F. Kennedy, or RFK Stadium in Washington, D.C. Cooke will finance the stadium. The state of Maryland is kicking in \$58 million for infrastructure.

Plans call for more than 280 luxury sky boxes and 15,000 club seats. The county estimates the economic impact at \$69 million annually, a spokesman said.

The county council has approved the site plan and is selling 200 acres to Cooke for the site. The county will retain 80 acres surrounding the stadium, and is receiving about \$1 million in extra road funds from the state and will spend it on new roads around the stadium.

Fairfax, Loudoun and Stafford counties in Virginia are all vying to build a baseball stadium in an attempt to lure a major league team. Arlington County may also be in the running.

King County (Seattle) Wash. has spent \$108 million in improvements to the Kingdome since it was first built in 1976.

County Executive Gary Locke and others in King County successfully fought to keep the Seattle Seahawks football team from moving to Los Angeles.

"We simply cannot continue to pit one community against another in the seemingly endless pursuit by team owners of greener fields and more lucrative stadium contracts," he told President Clinton in a recent letter.

"When teams feel free to leave communities that have invested emotionally and financially in those teams over decades, something is wrong," Locke said recently in testimony before the House Judiciary Committee.

"If order is not restored, more local governments will be coerced into paying hundreds of millions of tax dollars out of fear of losing their teams," he told the committee.

Congress taking action?

Last month, the House Judiciary Committee voted 24-6 to adopt the Fan Freedom and Community Protection Act. It was first introduced by Representative Martin Hoke (R-Ohio), after the Cleveland Browns left for Baltimore.

The legislation requires that teams notify cities or stadium authorities six months before they plan to move. The bill requires teams to base relocation decisions on such factors as fan loyalty, community support and whether legitimate offers were made to keep a team in its current city.

"The bottom line is that this legislation gives an insurance policy to every single [community] that makes big tax investments in pro sports," Hoke said. "It's not insurance that they will always have a team, but it is insurance that they will always be dealt with fairly."

"If the bill passes, you're gonna see movement in all of these leagues chill," said committee member Ed Bryant (R-Tenn.).

Photo Contest

NACo is in search of photos featuring Counties At Work

*in three categories:
people, public works, and
community services*

Winning entries will be published in *County News* and featured in NACo's 1997 County Government Calendar.

Contest rules

Photographs must be printed in an 8 x 10 format, labeled on the back with 1) name of county and state, 2) entry category, 3) name and phone number of photographer, and 4) name, phone number and address of county contact.

There will be one grand winner and three distinguished winners in each category.

All photographs become the property of the National Association of Counties.

There is no entry fee and you may enter as many categories as you wish.

Winners may be asked to supply negative or color slide.

Entries will be judged on quality, creativity and visual interest.

Contest Deadline

June 1, 1996

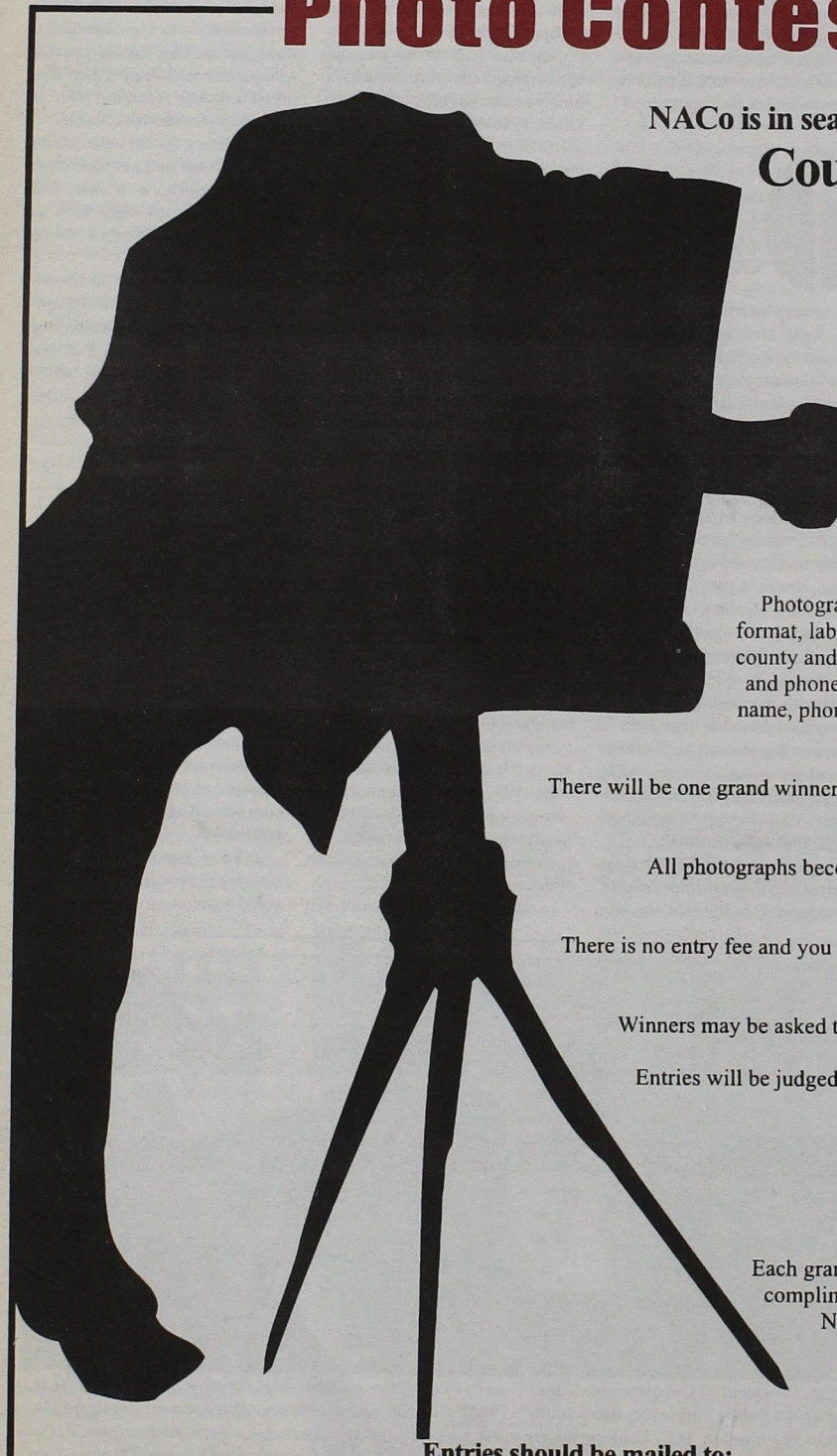
Prizes

Each grand prize winner will receive two complimentary registrations to the 1997 NACo conference of their choice.

"Distinguished" winners will receive one complimentary registration to the 1997 Annual Conference.

Entries should be mailed to:

NACo In Search Of, 440 First St., N.W., Washington, DC 20001-2080



NACo on the move

◆ In Annapolis, Md., April 24-25, the National Council of Elected County Executives (NCECE) held its annual spring conference, where they heard from representatives from the Clinton Administration and the Congress. Maryland Governor **Parris Glendening**, former Prince George's County (Md.) executive, hosted a dinner for NCECE members. NACo staff in attendance included **Tom Goodman**, public affairs director, who staffed the meeting, and **Tom Joseph**, deputy director of legislative affairs, who gave a legislative update.



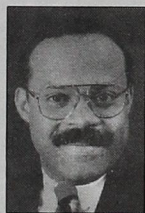
Tom Goodman

Goodman and Executive Director **Larry Naake** represented NACo at an awards breakfast on May 6 to honor the Dallas County (Texas) Hospital District's Community-Oriented Primary Care Program, a winner of the Public Employees Roundtable's 1996 Public Service Excellence Award.

◆ On April 29, **Neil Bomberg**, associate legislative director, and representatives of other government organizations met with Assistant Secretary of Labor **Tim Barnicle** on the future funding of Job Training Partnership Act programs.

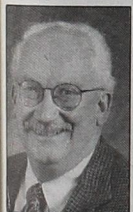
◆ Legislative Director **Reggie Todd** and Associate Legislative Directors **Haron Battle** and **Larry Jones** were presenters at the National Association of Black County Officials meeting, May 1-4, in Winston-Salem, N.C.

Todd, **Battle**, Prince George's County (Md.) Executive **Wayne Curry**, and Arlington County (Va.) Supervisor **Al Eisenberg** attended, April 25, Housing and Urban Development (HUD) Secretary **Henry Cisneros'** "State of America's Communications" address at the National Press Club in Washington, D.C.



Wayne Curry

Strategies for moving legislation on fair labor standards and local flexibility was the subject of a May 7 meeting attended by **Todd**, **Jones** and **Bomberg**, as well as representatives from other public interest groups.



Lee Ruck



Fred Zeldow



Win Lyday

◆ The 1996 PEBSCO national sales meeting was held on April 24-27 in Biscayne, Fla., where **Naake** and Financial Services Center Managing Director **Steve Swendiman** and other staff were on hand to discuss initiatives to assist PEBSCO in marketing the NACo Deferred

Compensation Program and enhancing financial services. Staff in attendance also included Enterprise Services Director **Lee Ruck**, Corporate Relations Director **Tom Sweet**, Financial/Marketing Analyst **Fred Zeldow** and County Services Representative **Kaye Braaten**.

Ruck, Information Technology Services Director **Win Lyday**, Madison County (Ala.) Board of Commissioners Chairman **Mike Gillespie**, North Carolina Association of County Commissioners Executive Director **Ron Aycock** and Lake County (Ill.) Administrator of Management Services **Randy Murphy** attended a planning committee meeting, May 1-3 in Huntsville, Ala.

◆ NACo President **Doug Bovin** attended the Wyoming County Commissioners Association annual conference in Sheridan, Wyo., where he spoke to the delegates on the benefits of NACo and its services.

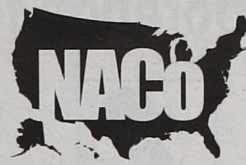
Bovin also spoke on aging issues at the National Conference of State Legislatures conference on May 4, in Austin, Texas.

(NACo On the Move is compiled by **Angela M. Sides**, special correspondent.)

Membership News

Volunteering, Way of Life for Commissioner

(This begins the first in a series of occasional columns on NACo member county officials and staff who demonstrate how "Counties Care for America.")



Michael Hightower, commissioner, Fulton County, Ga., and County Legislator **Kay Carsky** from Westchester County, N.Y.

On May 17 and 18, Blum Stadium in Palm Beach County, Fla. will host the state's Special Olympics Spring Games. An estimated 4,000 people are expected to visit the county, which is hosting the games for the first time.

Palm Beach County Commissioner **Carol Roberts**, honorary chairperson of the games, will be on hand to oversee volunteer recruiting efforts for the event. **Roberts** has been a member of the Palm Beach County Sports Commission since 1991.

A Palm Beach County commissioner for 10 years, **Roberts** should have no problem in attracting grass-roots help. In addition to her service on the sports commission, she also chairs the Tri-County Community Rail Authority, is president-elect of the Florida Association of Counties, and is a former city commissioner and mayor of West Palm Beach.

Volunteering was a natural progression, she said, since her parents were active in the local community and organizations.

Married at 17, **Roberts** said she wanted to be a good role model for her children, as her parents were for her. Early in her volunteerism career, with one child, she was elected president of the local chapter of Hadassah, a national women's Zionist organization. She and her husband postponed having additional children for five years so she could be both an effective mother and

president, she said.

Prioritizing her needs, by putting her family first and properly allocating her time, was important for everything to succeed, **Roberts** said. Her philosophy allowed her to raise a family, participate in several organizations, and start a Jewish community day school — all before running for elected office.

She learned many valuable skills while volunteering, **Roberts** said. She gained additional self-confidence and insight into community interaction. She learned media relations, budget management, fund-raising, public speaking and mediation skills, all of which were extremely beneficial to her becoming a future public official.

Volunteering has changed with the passage of time, she said. When **Roberts** began volunteering she was a young mother who didn't work outside the home. "It was easier for women to volunteer then than now," she noted. Nowadays, many women have families and careers.

Roberts, whose NACo involvement spans 10 years, is presently a vice chair of the Transportation and Telecommunications Steering Committee, and a member of the Member Programs and Services Steering Committee. She has volunteered on the NACo presidential campaigns of President-elect

If she had more time, **Roberts** said she'd like to volunteer for the Guardian Ad Litem, a child advocacy group in Florida.

The group screens and accepts select individuals from a group of volunteers to serve as advocates for children. Advocates volunteer in abuse cases and child custody suits, and are important because they give the child a voice in the court system. The volunteers receive extensive training and instructions about handling a child's situation from the judge handling the case. The advocate often visits the child's home to investigate their home life.

After working many years as a volunteer, **Roberts** has a few pointers for successfully recruiting volunteers: Organizations should give more credit to volunteers and should recruit individuals who are passionate about the organization's issues, she said.

People who wish to volunteer, but don't know where to begin, "should find one group that shares your ideal and then dedicate your time to that group," she said.

(Membership News was written by **Susan Parrish**, membership coordinator.)

reminder • reminder • reminder

Only
60 DAYS LEFT

until NACo's 61st Annual Conference

Register today!



See conference registration form on page 20 and delegate spouse and youth registration form on page 19.

County Services News

NACo to Serve As Co-director of Local Collaboration for Children

NACo and the National League of Cities (NLC) will serve as co-directors of a grant that was recently awarded to the Local Collaboration for Children and Youth by the Annie E. Casey Foundation.

The grant is targeted to assist the collaboration develop a multifaceted action agenda to foster a comprehensive, unified and integrated approach to meeting the needs of children and youth both at the national level and in communities across the United States.

The Local Collaboration for Children and Youth was established to assist local governance organizations mobilize communities for children. In addition to NACo and NLC, the other members of the local collaboration include the American Association of School Administrators, International City and County Management Association, National School Boards Association, and U.S. Conference of Mayors.

The goals of the two-year grant from the Casey Foundation are to raise public awareness of the needs of children and youth and to increase public knowledge of and support for developing comprehensive, collaborative community efforts to address those needs. Additionally, the grant project aims to help communities implement or replicate



- produce and disseminate a video or public service announcement on the need to develop collaborative community approaches to meet the needs of children and youth

- conduct a national awards program to identify and highlight examples of comprehensive, collaborative community responses to the needs of children and families, and

- produce a guidebook, based on information received through the awards program, that will highlight and encourage the replication of

The grant project aims to help communities implement or replicate successful community collaborative partnerships for children.

successful community collaborative partnerships for children.

To achieve these goals, the Local Collaboration for Children and Youth will:

- produce a series of articles for national and state association publications and develop and coordinate the placement of opinion pieces in national, state and local publications on integrated, collaborative community-based approaches for children and youth

successful comprehensive community collaborative partnerships that work.

(For more information on this project, please contact: Sandy Markwood, human services programs director, NACo, 440 First St., N.W., Washington, DC 20001, phone: 202/942-4235, fax: 202/737-0480.)

(County Services News was written by Sandy Markwood, human services programs director.)

NACo Services News

How Much Is Enough?

Are you saving enough for your retirement?

Whether you just started saving for your retirement or have been doing so for years, you should congratulate yourself for having the foresight to plan ahead.

If you haven't begun a retirement savings program, the time to start one is NOW. The earlier the better, but it's never too late to start saving for your future.

Even though you may be well on your way with your retirement savings program, when was the last time you gave some thought about whether you will have saved enough to ensure your standard of living during your retirement years?

Many people save for years without really knowing whether they're saving enough. Over time, a few more dollars contributed to your retirement savings plan each month will make a dramatic difference by the time you retire. But how do you determine how much is enough?

What the industry experts say

Retirement planning experts generally agree that individuals will need at least two-thirds of their final



annual income to retire comfortably. This amount could be more, depending on a person's income level, marital status and number of dependents, among other factors.

While traditional sources of income — pension and Social Security — will provide some retirement income, in all likelihood it will not be enough. Retirees will have to rely on savings to fill this gap. Therefore, your level of savings are crucial in ensuring that you can enjoy a rewarding retirement.

You don't have to be a fortune teller to determine your savings needs

The amount of savings needed to supplement one's pension and Social Security during retirement will vary from person to person. However, if you're part of the NACo Deferred Compensation Program, or if you're considering it, you have an easy way to find out the level of

savings you'll need.

Using some new sophisticated software, your PEBSCO representative (PEBSCO is the company that administers the NACo Deferred Compensation Program), can sit down with you and within minutes calculate the amount of savings you'll need by the time you retire.

The software takes into account a number of factors, including your county's pension plan, estimated Social Security payments, additional investments and sources of income, inflation, and retirement age. Once your level of savings is determined, the software can project the monthly contribution you'll need to make to your deferred compensation account to get you to your savings goal.

What you need to do

All you need to do is to make an appointment with your PEBSCO representative. This service is free. By doing so, you'll be ensuring a brighter future.

(NACo Services News was written by Fred Zeldow, financial marketing analyst.)

Research News

Counties, Too, Are Laboratories of Democracy

Forty years ago, the National Municipal League (now known as the National Civic League) spearheaded the development of a model county charter. Updated in 1990, that document serves as a guiding force for many charter commissions regarding their recommendations regarding the power of the county, the structure and operation of the county council, and other matters.

A recent review of existing county charters indicates, however, that each is like a human fingerprint — i.e. unique. Beyond common provisions (e.g., those that establish the form of government and set the terms of office for county officials), each charter reflects the special interests and priorities of the community.

Environmental protection obviously is foremost on the minds of Volusia County, Fla. residents. That county's charter directs the county government to prevent the development or use of land or activities by persons, partnerships or corporations which will tend to destroy or have a substantially adverse effect on the environment of the County.

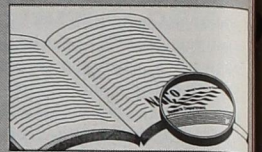
Drafters of the charter for the newly consolidated government of the City of Lafayette and Lafayette Parish, La., for example, took great pains to set forth procedures to govern in the temporary absence of the chief elected official.

They also delineated the standards to be used in determining the disability of the president and detailed the steps to be followed in the event that he/she is physically/mentally unable to perform his/her official duties.

Other charters clearly reflect unique philosophies of county residents toward the management of the public's business.

Views about the desired role and cost of government are embodied in the charter adopted by Cass County, N.D. voters in 1994, which contains language limiting the county's taxing authority. Article 9, Section 2 bars the county from levying property taxes in excess of 75 mills unless the levy is approved by county residents at a regular county election. A similar ban applies on the adoption of any new tax.

The growing public emphasis on achieving cost-effective, efficient government is demonstrated by Section 9.25 of the Pierce County, Wash. charter. That provision declares, "It shall be mandatory that all County policy makers avoid waste and duplication in equipment, ser-



vices, and facilities of a nature common to Pierce County and adjacent municipal corporations in such matters as public works, social services, utilities, police and fire protection through common usage wherever possible."

Although many experts would advise that charters contain only broad guidelines for the structure and operation of a county government, some charters contain very specific directives regarding the administration and management of county government. The Hillsborough County, Fla. charter offers a case in point as it provides, in part, that:

"The county administrator shall be a full-time officer who holds a masters degree in public administration, management, or (a) related field and shall have three years of executive or management experience in public administration. The county administrator shall be appointed by an affirmative vote of not less than five members of the board of county commissioners and may be removed at any time by an affirmative vote of not less than five members of the board or upon the affirmative vote of four members at each of two regular meetings not less than 13 days apart and no more than 28 days apart."

Placer County, Calif. charter gives preference to vendors residing within the county if "the combinations of price, quality, terms and other conditions of sale are substantially equal." (San Mateo and El Dorado counties have similar charter provisions.)

In situations where bidding is required by general law, the threshold amounts must be "adjusted annually by the percentage change in the Engineering News Record Index or subsequent index."

(Samples of charters are available from the NACo research staff by calling 202/942-4285. Copies of the "Model County Charter" and its companion report, "Guide for Charter Commissions," may be obtained from the National Civic League, 1445 Market St., Suite 300, Denver, CO 80202-1728, phone: 303/571-4343.)

(Research News was written by Sharon Lawrence, research director.)

Neal Peirce Commentary

Olympic Test: For Atlanta Itself

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.)

The moment their city was designated as site of the 1996 Summer Olympics, Atlantans began agonizing: What if the world comes and notices our dire inner-city poverty?

For decades, Atlanta let its close-in neighborhoods, places like Vine City, Mechanicsville, Cabbagetown and Summerhill — all within what's now the 3.5-mile "Olympic Ring" radius of downtown — sink into misery and decrepitude. I recall Butter-milk Bottom, in easy view of the soaring new Atlanta skyline, with its unpainted shanty houses propped up on stilts of cinder blocks, surrounded by wrecked and abandoned autos.

And when the establishment wanted new freeway routes or stadiums, it demolished such neighborhoods with abandon, packing the occupants into public housing compounds that in time became their own hell.

The city of Atlanta proper lost 16 percent of its population in the '70s and '80s — while metropolitan Atlanta, with less than one million people in 1950, soared to almost three million.

In 1991, Dan Sweat — later to head Jimmy Carter's "Atlanta Plan" to revive ravaged neighborhoods — told me: "We won't emerge in September of 1996 as a world-class city if all we've done is build some stadia and staged good games and entertained the visitors of the world. If we haven't significantly improved the daily lives of the people at the bottom of the economic heap, we don't deserve world-class status."

So now that the Olympic flame is racing toward Atlanta, what of the city's poor?

They're still there — thousands of them, wedged into decayed houses and mean public housing projects.

Yet corporate Atlanta, in the '90s, has begun to contribute millions to inner-city neighborhoods. Bank loans for housing have accelerated. Carter's project failed to stamp out poverty, but it stimulated — for the first time — direct contacts between local corporate chieftains and neighborhood leaders.

And Atlanta city government, abandoning its historically rank paternalism toward poor neighborhoods, invited all those around the Olympic Ring to write specific plans for physical renewal.

Take Summerhill, once a working-class home to 20,000 Atlantans, selected as site of the new Olympic Stadium.

The Atlanta-Fulton County Stadium, built in the '60s on another Summerhill site cleared of low-income people's homes, drenched the neighborhood with autos at game times; some land-owners tore down houses for parking lots. By the early '90s, plagued by abandonment and decline, Summerhill's population was below 4,000.

But Summerhill Neighborhood Inc., led by Douglas Dean, an ex-state legislator, wrote a comprehensive neighborhood plan and pounced on the Olympic planners, demanding multiple concessions. Summerhill people have received jobs (and training) during construction of the Olympic Stadium, to be retrofitted for the Atlanta Braves after the Games (the older stadium will be demolished). New garages are being built, new regulations written to stop the neighborhood from being victimized by parking.

First Union and NationsBank lead the lenders in financing hundreds of new housing units in Summerhill, including higher-income homes to create more diversity. The neighborhood has organized to fight drug dealing and is taking over and rehabilitating a 50-unit public housing project. Other neighborhoods are being similarly upgraded.

The critical question is: Will Atlanta maintain this momentum when the Olympics are over? No one's sure. But if the answer is yes, a more humane, inclusive, fine city may be emerging.

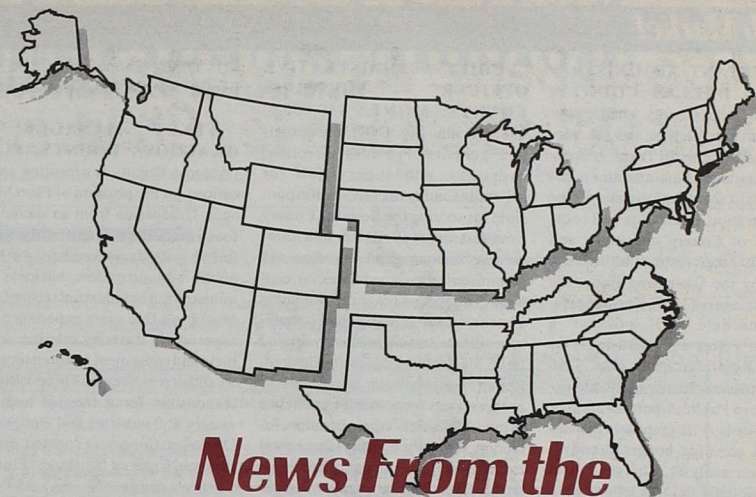
Since 1990, Atlanta Planning Commissioner Leon Eplan notes, Atlanta has turned around its city population decline.

It's begun to hear and repair its deeply wounded neighborhoods. It's building a monumental and user-friendly center city for the first time. It's reasserting itself as the true heart of a scattered metropolitan area.

In short, says Eplan, the Olympics are the challenge and opportunity for Atlanta that the Columbian Exposition was for Chicago 103 years ago.

Call this a new Atlanta hubris if you will. If it comes true, all America benefits.

(c) 1996, Washington Post Writers Group



News From the Nation's Counties

ARKANSAS

President Clinton has declared **CRAWFORD** and **SEBASTIAN** counties disaster areas after recent severe storms, making the counties eligible for federal disaster relief.

On Patrol groups to work together in crime prevention efforts," said County Executive C.A. Dutch Ruppertsberger.

(For more information, call Michael Davis at 410/887-2470.)

(For more information, contact Dennis Panchyshyn at 908/527-4419.)

NORTH CAROLINA

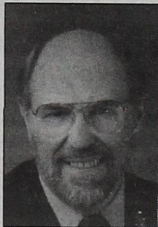
Add **PITT COUNTY** to the growing number of local governments establishing their own cyberspace "home page." The new service, MetroPOLIS or Metro Pitt On-Line Information Services, was launched during National County Government Week, April 21-27.

Susan Moran, public information officer for the county, said the home page "creates an impression for potential businesses and industries that Pitt County is contemporary and progressive, a player in the Information Age and a force in a global marketplace."

Visit the page at <http://www.co.pitt.nc.us/Pitt/>.

COLORADO

LARIMER COUNTY Commissioner James Disney received the 1996 Rocky Mountain National Park Stewardship Award on Earth Day, April 22.



James Disney

The award recognizes Disney's advocacy for the protection and preservation of Colorado's public lands, particularly Rocky Mountain National Park. Disney was commended for his work on behalf of the Gateways to the 21st Century Conference held in 1993, when some 130 people representing regional city and county governments met to explore issues relating to gateway communities and the borderlands of the park.

PRINCE GEORGE'S COUNTY recently held a Household Hazardous Waste Collection Day. Sponsored by the county's Department of Environmental Resources, county residents were asked to clean out their garages and basements and bring such items as old pesticides, used motor oil, antifreeze, household cleaners, batteries, etc. to a site where they were to be disposed of by a licensed hazardous waste disposal company.

(For more information, contact Jennifer Peterson at 301/883-5045.)

Prince George's County also recently celebrated its 300-year anniversary. In addition to participating in the usual festivities, county residents also received a 64-page booklet about the county with an official county seal to display. The tricentennial was advertised on area billboards and on its own "home page" on the World Wide Web. Community channels on cable TV also carried the celebration.

The county asked each citizen to display the county seal and, later, write information about their family and background on the back of the seal. The county was expected to collect items for a time capsule to be opened in 100 years.

VIRGINIA

TAMRA RICE, public information coordinator for **HENRICO COUNTY**, has won a 1996 Gold Quill Award of Excellence for the county's 1994-95 annual report, "Right Here, Right Now."



Tamra Rice

The award-winning program is sponsored by the International Association of Business Communicators. Rice's entry was in competition with thousands from 18 different countries. Last year's winner was VISA International. This is the first time a county employee has won the award.

One of the judge's remarks, returned to Rice, said the report was "well done! A visual pleasure — I'd like to live in your county."

(News From the Nation's Counties is compiled by Mary Ann Barton, senior staff writer.)

ILLINOIS

President Clinton has declared **CHAMPAIGN** and **MACON** counties disaster areas after recent severe storms, making the counties eligible for federal disaster relief.

MARYLAND

BALTIMORE COUNTY police and local residents have joined forces to fight crime. They recently opened a new Citizens On Patrol/Police Center at a local shopping mall. The center is equipped with a desk, telephone, restroom, police report forms and coffee.

"This citizen-oriented center offers a wonderful opportunity for police and Citizen

NEW JERSEY

The **UNION COUNTY** Division on Aging cosponsored a senior prom for senior citizens, May 10. Students from Elizabeth High School hosted the event in the school cafeteria. Music, entertainment, refreshments and decorations were donated. Tickets were free.

Job Market

ASSISTANT ADMINISTRATOR — DALLAS COUNTY, TEXAS: Dallas County, a major governmental jurisdiction and the second largest County in Texas, is seeking an Assistant Administrator to directly assist the Administrator in the administration, evaluation and coordination of County operations and carry out other responsibilities assigned by the Governing Body, the Commissioners Court. The successful candidate will possess a Bachelor's Degree in Business or Public Administration plus 7-10 years' progressively responsible experience in Public Administration or related fields, with emphasis in management, planning, budgeting and organization analysis. The successful candidate must have excellent written and verbal communication skills along with the ability to effectively interface with various management styles and organizational levels. The position offers a competitive salary and excellent benefits. Interested candidates should forward a resume with salary history to: Dallas County Personnel/Civil Service Dept., Attn: Director of Personnel, Criminal Courts Building, 501 Main Street, Room 103, Dallas, Texas 75202. We are an Equal Opportunity Employer.

BUDGET DIRECTOR — ARLINGTON COUNTY, VA.: Anne #0442-6A-DMF/Salary range \$57,125-\$80,579. Responsible for the preparation and execution of the County's annual policy and program driven operating budget (FY97 \$548 million) financed by a diverse revenue base, and an annually updated six-year capital improvement program (FY97 \$298 million). Qualifications: The position requires Bachelor's degree in Public Administration, Finance, or related field; three years experience in federal/state/local budgeting or related field; two years experience as a supervisor or team/project leader. To receive an application package phone (703) 358-3498 (voice) or (703) 358-3265 (FAX). TTY Users call 703/358-4613. EOE/ Reasonable Accommodation Upon Request.

Research in cities across America has revealed that money does in fact grow on trees.



Parks and open spaces don't just make cities more beautiful. They attract business and do wonders for the economy. Call 1 800 714 LAND.



CHIEF ADMINISTRATIVE OFFICER — MISSOULA COUNTY, MONT.: \$50,000 - \$58,000 annually, DOQ, plus excellent benefits. Provides direction, oversight, and supervision for Missoula County operations. Responsible for serving the Board of County Commissioners as advisor and intermediary on management matters and administering assigned financial, economic and special programs. Requires a bachelor's degree in public or business administration or closely related field. Master level education desired. Requires a minimum of 7 years of progressively responsible experience in public/business administration, including project/program planning and evaluation, governmental relations, fiscal, financial and grants management with a minimum of 4 years of supervisory experience. Extensive work experience in an executive level position in county or local government with knowledge and abilities relating to computer technology desired. Apply By: 5:00 P.M., 6/14/96. Postmarks not accepted. Missoula County application, letter of interest, resume and transcripts required. For information and application, contact: Office of Personnel and Labor Relations, 200 W. Broadway, Missoula, MT 59802; Phone: 406-721-5700, Ext. 3299. FAX: 406-523-4863. EOE.

FLEET MANAGER — OKALOOSA COUNTY, FLA.: Okaloosa County is accepting applications for the position of Fleet Manager. Graduation from an accredited four year college or university is preferred with major course work in public administration, business administration or industrial technology. Must have five years experience in a supervisory capacity relative to vehicle and equipment maintenance and a valid driver license. This position is responsible for a fleet of approximately 460 vehicles and equipment. Okaloosa County is located on the Emerald Coast of Northwest Florida. Salary range is \$31,453.01-\$51,987.06 annually. An Okaloosa County Application for Employment form must be submitted by July 5, 1996, to be considered for this position. Apply to: Okaloosa County Personnel Department, 601-B N. Pearl Street, Crestview, Florida 32536, (904) 689-5870. By Florida Law, all applications for employment with the county are open for public inspection. Subject to pre-employment drug screening. Affirmative Action Equal Opportunity Employer.



Visit
MetroPOLIS
The Official Home Page of
Pitt County, N.C.
www.co.pitt.nc.us/Pitt/

CHIEF ADMINISTRATIVE OFFICER LOS ANGELES COUNTY

The County of Los Angeles is recruiting for a new Chief Administrative Officer. This person acts as the principal administrative advisor to the Los Angeles County Board of Supervisors and has full responsibility for directing all operations of the Chief Administrative Office, which coordinates, directs, plans and controls the administrative and financial affairs of the County pursuant to policies determined by the Board. For FY 95-96 the Chief Administrative Office has a proposed budget of \$27 million and 270 budgeted positions.

MINIMUM STANDARDS FOR POSITION: Demonstrated knowledge, skills, and abilities required in managing or assisting in the overall management of a large governmental jurisdiction or in managing a major organizational unit thereof or in managing or assisting in the overall management of a large, complex business or industrial organization.

DESIRABLE QUALIFICATIONS: Demonstrated knowledge of the principles of organization and management necessary to analyze, evaluate, coordinate and control a variety of management programs, practices and systems; demonstrated knowledge of the principles of a large scale fiscal management and budgetary control; demonstrated knowledge and experience in revenue-generating activities from State and Federal agencies, as well as the private sector; demonstrated leadership in service-delivery, improvements and efficiency; ability to work with departments to achieve the department's mission with budget constraints; ability to coordinate with departments to achieve overall County policy and mission as established by the Board of Supervisors; ability to direct an organization engaged in a large number of diverse programs; ability to establish and maintain liaison with legislative bodies and public officials; ability to analyze, prepare, interpret and apply provisions of Federal, State, and local legislation; knowledge of the principles of labor relations; education in public administration, business administration, finance, accounting or economics.

ANNUAL SALARY: The current Chief Administrative Officer will leave County Services with an annual salary of \$180,134. The salary is negotiable with the Board of Supervisors based on qualifications and experience.

Resumes should be delivered or mailed to:
Mr. Shigeki Kikkawa
Department of Human Resources
1436 Goodrich Blvd.
Commerce, CA 90022

Resumes should be received at the above address no later than 5:00 pm on May 22, 1996. Equal Opportunity Employer Open to Men and Women.

Job Market - Classified Rate Schedule

- **Line Rates:** \$5 per line, NACo member counties; \$7 per line, others.
- **Display Classified:** \$30 per column inch, NACo member counties; \$50 per column inch, others.
- **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 **Angela Sides**, *County News*, National Association of Counties, 202/942-4256.

Notices

CONFERENCES
 ■ "Staking Your Claim on the 21st Century" is the theme of the Waste Expo '96 Conference and Exposition, May 20-24, in Las Vegas, Nev.

Seminar topics include "Solid Waste Collection and Disposal Database Development — What We Know Today, What We Will Know Tomorrow," "Composting Experiences and Trends in the West," and "Landfill Gas Management/Control and Recovery Options." The cost is \$400 for members and \$515 for nonmembers.

For more information, contact: Waste Expo '96, EIA, 4301 Connecticut Ave., N.W., Suite 300, Washington, DC 20008, phone: 301/694-5243, fax: 202/694-4841.

■ The U.S. Department of Energy will host the Second National Clean Cities Conference in Atlanta, Ga., June 18-21.

"Laying the Groundwork for Effective Programs," "Learning the Tools for Successful Programs," and "What Will Clean Cities Need to Do Tomorrow?" are some of the topics to be addressed. Registration is \$100 for fleet managers and \$200 for non-fleet managers.

To register and for more information, contact: Information Resources, Inc., Attn: Greg Haigwood, 1925 North Lynn St., Suite 1000, Arlington, VA 22209, phone: 800/224-8437.

■ Are you concerned about traffic in your community, clean air, good jobs, safety, healthy businesses and affordable housing? Find out more about these and other issues at the Creating More Livable Communities: An Eastern States Conference, presented by the Florida Department of Community Affairs and the Center For Livable Communities, July 26-27 in Coral Gables, Fla.

Sessions will cover issues including demographic, technological and market changes that will impact community planning, restoring rivers and wetlands, and increasing transportation and housing alternatives.

To register, contact: Center For Livable Communities, 1414 K St., Suite 250, Sacramento, CA 95814, phone: 916/448-1198, fax: 916/448-8246.

■ On Sept. 16-18, the Northeast Sustainable Energy Association (NESEA) will host its Sustainable Transportation and Solar/Electric Vehicles '96 Symposium in New York City.

The symposium topics will include "Commercialization Partnership Opportunities," "Elements of a Sustainable Transportation System," and "How to Integrate Electric Vehicles into your Fleet." The cost is \$395.

For more information, contact:

NESEA, 50 Miles St., Greenfield, MA 01301, phone: 413/774-6051, fax: 413/774-6053.

PUBLICATIONS
 ■ "Culture Builds Communities" is the title of a new publication released by Partners for Livable Communities. It is a practical guide that explains how cultural resources — parks, libraries, visual and performing arts, and museums — become critical partners that provide social services and leverage economic development. The cost is \$17.45.

To order your copy, contact: Partners for Livable Communities, 1429 21st St., N.W., Washington, DC 20036, phone: 202/887-5990, fax: 202/466-4845.

■ The National Occupational Information Coordinating Committee (NOICC), an interagency coordinating committee whose members represent 10 federal agencies involved in aspects of the economy, including the departments of Labor, Education, Commerce, Defense and Agriculture, offers a new publication titled "Exploring Learning Options: A Workbook for Adults Returning to School."

This workbook helps adults choose an educational path and provides educational information, profiles of institutions and answers to commonly asked questions about returning to school. The cost is \$13.

To order, contact NOICC Training Support Center, Oklahoma SOICC, 1500 West Seventh Ave., Stillwater, OK 74074, phone: 405/743-5107 or 800/654-4502.

■ EPA's new report titled "Characterization of Municipal Solid Waste in the United States: 1995 Update" contains statistics on landfilling and combustion disposal, recovery rates from recycling and composting, and discusses the role source reduction plays in municipal solid waste management.

For more information, contact the National Technical Information Service at 703/487-4650 or the Resource Conservation and Recovery Act Hotline at 800/424-9346.

ARCHIVAL FELLOWSHIP HOST
 The National Historical Publications and Records Commission (NHPRC) is now accepting applications from archival repositories interested in serving as host institutions for a fellowship in archival administration.

Archives interested in applying as the host institution should be able to expose the fellow to a wide variety of archival administrative experiences, as well as formal management or supervisory training during the nine to 12 months that the fellow will be working with the host's archival staff. The project director should act as a mentor to the fellow. Deadlines for applications is Oct. 1, 1996.

For more information, contact Laurie A. Baty by phone: 202/501-5610, or by e-mail: laurie.baty@arch1.nara.gov. (Notices is compiled by Angela M. Sides, special correspondent.)

NACO'S 61ST ANNUAL CONFERENCE

Harris County, Texas • George R. Brown Convention Center • July 14-16

delegate/spouse and youth activities registration

conference registration form on other side!

Name _____ Spouse _____
 Street _____ City _____ State _____ Zip _____ Phone _____
 Guests _____

I. Spouse and Youth Tours

Please select program desired, complete this form, and mail payment to address listed below. A full description of each activity is in the convention registration material. Confirmations and tour tickets will be distributed on-site at the Hospitality Desk at the George R. Brown Convention Center.

Tours: All tours include round trip transportation on a deluxe motorcoach, admissions, a professional tour guide, and lunch where specified. All tours are on a first-come, first-served basis, and require a minimum of 35 people. All tours will depart from and return to the George R. Brown Convention Center. **Registration deadline is Wednesday, June 26, 1996.**

DATE/TIME	ACTIVITY	COST PER PERSON	# OF PERSONS	TOTAL
Sunday, July 14 1 p.m. - 4 p.m.	Heritage Homes/Houston City Tour Sam Houston Park, created by Heritage Society, is a remarkable outdoor museum containing some of the city's oldest structures, restored and furnished in 19th-century fashion. An in-depth view of Houston will include River Oaks, the affluent area where stunning mansions of the rich and famous abound; the Texas Medical Center, the largest, most comprehensive medical center of its kind anywhere in the world; and the Downtown area.	\$19.00 PP		
Sunday, July 14 1 p.m. - 4 p.m.	African-American Cultural Tour Your tour will begin with a stop at Texas Southern University, a state-supported institution of higher education that was established in 1947 for the purpose of serving the black population of Texas. You will be treated to Texas Southern University's unique collection of traditional African art. A visit to the Shrine of the Black Madonna Bookstore and Cultural Center will offer an opportunity to browse among ethnic books, African artifacts and many other unique items. You will have the opportunity to take a brief tour of 22 identical freestanding shotgun houses, a center for public art and cultural education programs, by African-American artist Rick Lowe, founder of Project Row Houses.	\$10.50 PP		
Monday, July 15 9 a.m. - 2 p.m.	San Jacinto Monument and Museum of History/Battleship Texas Tour w/lunch Visit San Jacinto Battleground State Historical Park, site of the historic battle between the Texan and Mexican armies on April 21, 1836. This is where Texas won its independence, and where the famous battle cry "Remember the Alamo!" earned its place in history. You will also enjoy visiting the Museum of History, where you will enter through 3,000-lb. bronze doors, embellished with the six flags of Texas. The USS Texas, moored at the battleground since San Jacinto Day in 1948, is the last of the Dreadnoughts, and the only surviving U.S. naval vessel to have seen service in both World Wars. (Snack lunches will be provided during the tour to enjoy on the way to the Battleship Texas.)	\$31.00 PP		
Monday, July 15 9 a.m. - 4 p.m.	Space Center Houston Tour w/lunch The manned space center is to Houston what the Smithsonian Institute is to Washington... a must for visitors of all ages. (Lunch served in Kemah, overlooking Galveston Bay, courtesy of KWIK KOPY.)	\$30.00 PP		
Monday, July 15 1 p.m. - 4 p.m.	Museum of Natural Science Tour w/lunch Visit the halls of the Medical Science, Space Science and Petroleum Science exhibits; view a reconstructed 160 million-year-old <i>Diplocodocus</i> skeleton; experience the IMAX projection system, a six-story high, 80-foot-wide screen. (Lunch vouchers provided to each participant.)	\$27.50 PP		
Tuesday, July 16 9 a.m. - 4 p.m.	Space Center Houston Tour w/lunch	\$30.00 PP		
Tuesday, July 16 10 a.m. - 2:30 p.m.	Museum of Fine Arts/Contemporary Arts/Museum Tour w/lunch The Houston Museum of Fine Arts ranks as one of the largest and most outstanding in the Southwest, with 180,000 diverse works ranging from antiquities to modern. Across the street is the Lillie and Hugh Roy Cullen Sculpture Garden, designed by internationally known artist Isamu Noguchi. The Contemporary Arts Museum is one of the city's major cultural institutions and a nationally respected center for the exhibition and documentation of contemporary art.	\$29.50 PP		
Tuesday, July 16 10 a.m. - 2:30 p.m.	Museum of Natural Science Tour w/lunch	\$27.50 PP		
		Subtotal		

II. Additional Conference Activities

DATE/TIME	ACTIVITY	COST PER PERSON	TOTAL
Monday, July 15 8:30 a.m.	Golf Tournament	\$45.00 PP	

TOTAL FOR TABLES I & II _____

Spouse and youth must register for the NACO conference in order to participate in these tours.

Please register by June 26, 1996 by completing and returning this form, along with a check payable to Corporate and Convention Services of Houston, Inc., 550 Westcott, Suite 450, Houston, TX 77007 Tel: 713/880-3200 FAX: 713/880-3287.

Cancellations must be received by Corporate and Convention Services in writing by June 26, 1996. No refunds will be issued for tickets not used, or for cancellations after that date. Corporate and Convention Services reserves the right to cancel any tour that does not meet the minimum number of participants. Your canceled check is your receipt.

The following activities are free of charge. So that we may plan effectively, please indicate the number of participants.

DATE/TIME	ACTIVITY	# OF PERSONS
Friday, July 12 9 a.m.	Harris County Recycling Facility Tour Delegates interested in saving disposal costs, landfill space and earning money for the county coffers should plan to join this informative tour. Harris County has developed an award-winning recycling program that has become a model for counties across the nation.	
Friday, July 12 9 a.m.	Port of Houston The Port of Houston has very humble beginnings, growing from a shallow stream to become one of the largest ports in the world. Today, the Port of Houston is directly responsible for more than 29,000 jobs in the Houston/Harris County area and positively affects 110,000 jobs throughout the state of Texas.	

Special Conference Activity

Saturday, July 13 7:30 a.m.	5K Run	
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Please indicate any special needs: _____

NACo's 61st Annual Conference

Harris County, Texas • George R. Brown Convention Center • July 12-16

conference registration - postmark deadline - june 7, 1996

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

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

*Name _____ *Name _____ Mr./Mrs./Ms _____
 *Title _____ *County/Company _____
 Address _____
 City _____ *State _____ Zip _____ *Nickname _____
 Telephone () _____ FAX () _____ (PLEASE INCLUDE FAX # TO RECEIVE CONFIRMATION)

REGISTRATION FEES:	Early Bird	Advance	AFFILIATE INFORMATION - Check box that applies			
Check box that applies	postmarked by 5/24	postmarked after 5/24 & ON SITE	<input type="checkbox"/> 01 NACRC	<input type="checkbox"/> 07 NACCA	<input type="checkbox"/> 013 NCECE	<input type="checkbox"/> 019 NACHFA
Member county attendee	<input type="checkbox"/> \$295	<input type="checkbox"/> \$345	<input type="checkbox"/> 02 NACP	<input type="checkbox"/> 08 NACTFO	<input type="checkbox"/> 014 NACE	<input type="checkbox"/> 020 WIR
NACo corporate member	<input type="checkbox"/> \$295	<input type="checkbox"/> \$345	<input type="checkbox"/> 03 NACHO	<input type="checkbox"/> 09 WON	<input type="checkbox"/> 015 NACTEP	<input type="checkbox"/> 021 NCCAE
Non-member county attendee	<input type="checkbox"/> \$350	<input type="checkbox"/> \$400	<input type="checkbox"/> 04 NACA	<input type="checkbox"/> 010 NACHSA	<input type="checkbox"/> 016 NABCO	<input type="checkbox"/> 022 NACAP
Other government attendee	<input type="checkbox"/> \$325	<input type="checkbox"/> \$375	<input type="checkbox"/> 05 NACITA	<input type="checkbox"/> 011 NACCED	<input type="checkbox"/> 017 NACIO	<input type="checkbox"/> 023 ICMA
Other private sector	<input type="checkbox"/> \$375	<input type="checkbox"/> \$425	<input type="checkbox"/> 06 NACPRO	<input type="checkbox"/> 012 NACIRO	<input type="checkbox"/> 018 NACS	<input type="checkbox"/> 024 NACMHD
Spouse*	<input type="checkbox"/> \$50	<input type="checkbox"/> \$75		<input type="checkbox"/> 025 NACHRO		
Youth*	<input type="checkbox"/> \$30	<input type="checkbox"/> \$50				

TOTAL \$ _____ \$ _____ 025 Republican 026 Democrat 027 Independent

* Spouse and youth registration includes admission to the conference-wide event and inaugural gala; it does not include lunches in the exhibit hall or optional sightseeing tours.

Spouse Full Name _____ Youth Full Name(s) _____
 PAYMENT METHOD: Select one, please CHECK VISA/MC P.O. or Voucher Money Order
 CREDIT CARD INFORMATION: (Check one) VISA MasterCard
 Card # _____ Exp Date: _____
 Cardholder's Name: _____ Signature: _____

PAYMENT POLICY - Conference registration fee MUST accompany this form and must be received before a registration can be processed. Send a check, voucher, county purchase order, made payable to the National Association of Counties. Purchase order only 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 7, 1996. Cancellation requests postmarked June 7 or later, will be subject to an administrative fee equal to one-half of the registration fee.

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER JUNE 7, 1996 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/PM
 Roommate Name _____ Departure Date ____/____/____ AM/PM

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 7 in order of preference. Each reservation requires a one-night's deposit.

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

		Single	Double
_____ Hyatt Regency Houston(Headquarters)	S	\$ 115	\$ 115
_____ Four Seasons Hotel	W	\$ 115	\$ 135
_____ Four Seasons Hotel Suites	W	\$ 140	\$ 155
_____ Doubletree Hotel	S	\$ 115	\$ 115
_____ Wyndham Warwick Hotel	S	\$ 112	\$ 112
_____ Westin Galleria & Westin Oaks Hotels	S	\$ 118	\$ 118
_____ J. W. Marriott Houston Hotel	S	\$ 119	\$ 119

Office Use Only

Date Rec'd _____

Check No. _____

Amt of check _____

Total _____

Date entered _____

Entered by _____

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

There may be an additional charge at some hotels for more than two adults per room.

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

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

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

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

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

The NACo Housing Center is authorized to use the above card to guarantee my hotel reservation. I understand that one night's room charge will be billed through this card if I fail to arrive at 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 72 hours in advance. The card may be debited as soon as the hotel receives my reservation.