

COUNTY NEWS

Our Prayer...
The Wisdom to Know
and the Courage to Defend
the Public Interest

Vol. 6 No. 20

May 20, 1974

Washington, D.C.

New ACIR Member



NEW ACIR MEMBER: Commissioner John Brewer, Kent County, Michigan (left) last week attended his first meeting in Washington of the Advisory Commission on Intergovernmental Relations. He was greeted by other members of local governments, Judge Conrad M. Fowler, Shelby County, Alabama; Supervisor Lawrence K. Roos, St. Louis County, Missouri; and Mayor Richard G. Lugar, Indianapolis-Marion County, Indiana. All four county officials are members of NACo's national board. Commissioner Brewer was recently appointed to the commission by President Nixon.

New Transit Bill Ready By Coalition Rally

Legislation which would provide \$24 billion in federal assistance toward mass transit capital and operating expenses during the next six years is being prepared by the House Public Works Committee and is expected to be on the House floor by the time NACo Transit Action Coalition rallies in Washington on June 6.

The bill would authorize \$8 billion more than President Nixon has requested and the funds would be taken from new revenues rather than the Highway Trust Fund as the President has proposed. However, White House sources have indicated that the President would accept the Public Works Committee bill.

NACo's Transportation Steering Committee will review a draft of the legislation to determine if it matches NACo transportation policy when the committee meets in San Bernardino, Calif., May 23-24.

The Transit Action Coalition and all county officials who are interested in getting mass transit assistance through Congress will meet in Washington D.C. June 6, to talk to their Congressmen about the bill.

Because an early June vote is anticipated, the June 6 Transit Action Rally is a must for county officials interested in federal transit assistance.

According to the Public Works Committees' draft legislation, localities wishing to obtain federal transit funds must submit proposals to their state governors. Governors would forward applications to Washington and disburse money to localities. Disbursement formulas would be based on ridership,

population, the size of the mass transit deficit in the locality, and the needs of the area as viewed by local officials and the governor.

Local governments would be given the option of using funds for either capital or operating expenses. For capital expenses, the federal government would provide 80 percent of the funds, and for operating expenses the federal share would be 50 percent. In both cases, localities would provide matching funds.

The Public Works Committee bill also provides \$1.4 billion a year to build highways in rural areas with abandoned rail spurs.

Representative Robert E. Jones (D-Ala.), second ranking Democrat on the committee, noted that a great portion of the transit assistance will go to the nation's six largest cities. "Even though this bill means very little to my constituency, it means a great deal to us all," Jones said. "It's not a choice; it's a demand upon the federal government..."

Senate hearings on mass transit legislation are expected to begin after House action is completed, probably in July.

All County officials who wish to attend the June 6 Transit Action Coalition Rally should contact Ralph Tabor or Meg Stephens at NACo (202/785-9577) as soon as possible. Collect telephone calls will be accepted. The coalition will begin their rally at the Quality Inn-Capitol Hill in Washington at 10 a.m. Thursday, June 6. The rally is scheduled to conclude by 3:30 p.m.

OMB Policy To Restrict Tax-Exempt Bond Use

A new policy directive that could severely restrict state and local government activities in housing, hospital construction, student loans, airport construction and other federal grant and loan programs is expected to be issued shortly by the Office of Management and Budget.

Known as Circular A-70, the policy has been under review and revision for nearly two years. The key section, 5c, would forbid direct and indirect federal guarantees, insurance or interest subsidies

for tax-exempt state and local government bonds.

Originally scheduled to be issued in early 1973, OMB postponed it because of the unanimous opposition of NACo and other state and local government public interest groups.

The effect of A-70 is to undermine a long-standing practice of federal financial participation in state and local government programs where the local share is financed through tax-exempt bonds. Despite the fact that federal participation has been authorized by Congress in numerous federal laws, OMB made its proposal for fiscal reasons.

Virtually all construction activities undertaken by counties — low and moderate income housing, airports, water and sewer, hospitals — are financed in whole or in part by the proceeds from the sale of tax exempt bonds. The OMB action would severely restrict or possibly eliminate these vital programs.

Considerable concern over the new OMB policy is beginning to surface in Congress. Some Congressmen are calling for the Administration to submit the language of the circular to Congress in the form of legislation for its consideration.

Additional information may be obtained from John Murphy at NACo.

Conferees Okay Legal Service Bill

House-Senate conferees, ending a three-year congressional battle, reached unanimous agreement last week on legislation creating an independent, nonprofit corporation to furnish legal aid to the poor.

The compromise, which adopts in modified form many of the House's sharp restrictions on the activities of Legal Service lawyers, restructures the entire Legal Service program, which has been run as part of the poverty program since 1966.

Under the agreement (H.R. 7824), the new corporation would be run by an 11-member board appointed by the President subject to Senate confirmation. The compromise authorizes \$90 million for the program in fiscal 1975 (the present level is \$71.5 million), \$100 million in fiscal 1976, and "such sums" as Congress deems needed in fiscal 1977. After that, new legislation would be needed.

The conference report was signed by all Republicans and Democrats present at the final conference.

The conference toned down some but not all of the sweeping House prohibitions against Legal Service lawyers. Conservatives had complained the lawyers fostered frivolous lawsuits and strikes, protected draft dodgers and aided in abortion and desegregation suits instead of sticking to representation of the poor in civil cases involving rent, welfare rights, custody, property, housing, divorce and debt.

Final provisions permit continuation until January 1, 1977 of 15 legal "backup centers" operating at universities, but only under special conditions including a one-year study of whether they should be terminated, and would bar Legal Service lawyers from bringing school desegregation suits, running for office or engaging in other

(Continued on page 3)

Rules Committee Reverses Land Use Position

By a vote of 8-7, the House Rules Committee last Wednesday afternoon reversed an earlier decision and gave an open rule to H.R. 10294, the "Land Use Planning Act of 1974".

The way is now clear for this legislation, sponsored by Rep. Morris Udall (D-Ariz.), to be considered by the full House, although it is not certain exactly when the bill will come to the floor.

The open rule means that amendments may be offered from the floor of the House, with the Rhodes-Steiger bill (H.R. 13790) being a possible substitute that may be adopted in whole or in part in favor of H.R. 10294. The Rhodes-Steiger bill does not contain the guarantees for local government consultation in the land use planning process which NACo and other local government public interest groups have supported so strongly in H.R. 10294.

NACo supports this bill. At the Legislative Conference in February, the Board of Directors passed a resolution urging its passage.

NACo urges county officials to contact their Congressmen and urge them to vote for it.

Iowa Counties Join In Alcolism Program

In 1969, a citizen's council in Spencer, Iowa started a program for alcoholics with \$7,000. Today, the Northwest Iowa Alcohol and Drug Treatment Unit, operating on a \$208,000-a-year budget, offers comprehensive services to people with alcohol problems in nine rural counties.

"We have one central office here in Spencer," explains Director Jeff Voskans, "and three outer offices. We maintain a vigorous outreach program — in a rural area like northwest Iowa, this is probably the key to a successful program."

Another factor in the program's success, Voskans points out, is the regular meetings of all participating county agencies — health departments, public nursing, vocational rehabilitation, and social services — to discuss how particular needs of the clients can be met.

"This is important," Voskans emphasizes, "our treatment is based on specific, individual needs. For example, our evaluation may indicate that a client is unemployed and worried about debts. Or that a client should change jobs. We have an industrial consultant to advise these clients. About 45 percent of our clients indicate they have spiritual needs, and we arrange for counseling — often marital counseling — through local ministers."

Efforts that begin with meeting specific needs are sustained by supportive therapy. Counselors conduct care-group sessions which the client can attend with spouse and children. "The group becomes a small therapeutic community," Voskans says, "and sometimes it replaces the group a client drank with before entering the program."

Voskans estimates 15 percent of the unit's clients are assigned to seek help by county courts. The unit recommends that

judges grant a six-month continuance to defendants accused of alcohol-related misdemeanors, contingent on their participation in the unit's program. After six months, the charges are usually dropped if the defendant completes the program successfully. The unit can grant a temporary driver's permit to defendants accused of driving while intoxicated, and can also revoke the permit, according to Voskans.

The unit initiated a Court Education Program last year that sent 272 juveniles accused of alcohol-related offenses or drug possession to Saturday-morning classes rather than to a correctional facility. Of this group, only three were

re-arrested within the year.

The Northwest Iowa Alcohol and Drug Treatment Unit treated 505 adult clients last year. "We follow up on our clients after 30, 60, 90, 180 days, and one year," Voskans states. "In December, 1973, we found we had 63 percent dry clients." Voskans explains, "Alcoholism is a far bigger problem here than drug addiction, and we always emphasize in our speaking engagements that it is a community problem."

The community — counties and cities (with some Title IV funds from the state under the Social Security Act) — contributes \$100,000 of the unit's budget.

GSA, OMB Plan Grant Workshop

The General Services Administration (GSA), Office of Management and Budget (OMB) and the General Accounting Office (GAO) are conducting a workshop on "Federal Grant Financial Management" on May 23-24 at the Muehlebach Hotel, in Kansas City, Missouri. This workshop should be very valuable to federal, state and local officials involved in the administration and management of Federal grant programs.

The meeting is scheduled to open with registration Thursday, May 23 at 8 a.m. It will begin with overviews on the role of the Federal Regional Councils in grant programs; grant programs from the recipients' viewpoint; and administration of federal grants — (uniform administrative requirements, indirect costs and financial management and audit.

After lunch, three workshops will be held on Circular A-102, Circular A-87 and Federal Audits.

On Friday, May 24, the meeting will continue discussions on the subjects of A-102, case studies on the development of indirect cost plans, and Intergovernmental Audit Forms.

Attendance will be limited. Because of rapidly approaching conference dates, interested persons should register by telephone with J. William Gadsby at 202/343-8821.

Each participant will be responsible for his own travel, lodging and food costs. The Muehlebach Hotel in Kansas City has set aside rooms for overnight accommodations. Rates are \$16.50 for single and \$23 for double. The hotel phone number is 816/471-1400.

Senate Votes To Ease Clean Air Standards

The Senate has voted to ease clean air standards in order to conserve energy. The Senate bill is in the form of a substitute amendment to H.R. 14368, the Energy Supply and Environmental Coordination Act of 1974, passed by the House earlier this month.

The substitute amendment differs from the House passed bill in two significant ways. First, the Senate bill would allow the Environmental Protection Agency (EPA) to impose parking surcharges in major metropolitan areas. Last year, EPA proposed parking surcharges in eight metropolitan areas as part of transportation control plans to help clean the air. The House-passed bill specifically prohibited all parking surcharges, but the Senate Public Works Committee bill does not mention them at all.

Secondly, the bill, like the House version would temporarily suspend clean air standards and allow conversion to use of coal. However, it modifies the coal conversion proposal by narrowing its application to assure that at least the primary standards of the Clean Air Act are maintained. The primary standards of the Clean Air Act ensure the protection of public health.

The Senate bill adopted the identical provision as the House bill in extending for two years the date for auto manufacturers to reach prescribed emission standards.

A joint Conference committee will meet soon to iron out the difference in the bills.

Impact Aid Cut Eased By Vote In Senate

The Senate has voted to kill a Labor Committee proposal which would have slashed federal impact-aid education funds. During Senate debate on the Elementary and Secondary Education Act of 1974, last week, an amendment which postponed the proposed impact aid cutbacks for a year was approved by a voice vote.

Federal impact-aid compensates local school districts for added enrollments caused by the presence of a federal military or government installation. The Senate Labor Committee has proposed substantial cutbacks in the "B aid", paid for students whose parents do not live on a government installation.

The amendment's sponsor, Sen. J. Glenn Beall (R-Md.), said his amendment allows the "reform of the impact aid program that the committee desires, but it does so in a more reasonable manner and hopefully will avoid drastic consequences to many school district."

His amendment will postpone all changes in impact aid for one year, so the changes will go into effect in Fiscal year 1976. It also provides a transitional phase-down period for heavily impact "B aid" districts by assuring schools 90 percent of their previous year's funding level. Heavily impacted "B aid" districts are defined as those with 70 percent or more "B" students.

The Senate also adopted a revenue sharing method for allocation of new funds for school books, supplies, equipment and service. States may spend those funds as they wish, instead of having half of the new funds limited to special categories.

Aid Briefing Set In Louisiana, New York

Two more federal aid briefings will be held in the near future by the NACo Council of Intergovernmental Coordinators. The first, May 29-31 will be at the Hilton Inn near the New Orleans airport. The second will be June 6-7 in Hauppauge, Long Island, New York.

Manpower and transportation will be covered in depth at the Region IV briefing in New Orleans. Two in-depth workshops covering the Comprehensive Employment and Training Act (CETA) and federal aid for mass transit have been planned for the morning.

Following lunch, there will be a series of mini-workshops covering programs of the Environmental Protection Agency, Department of Health, Education, and Welfare and the Economic Development Administration.

The meeting is being arranged by NACo/CIC Region VI President Roy Wilty of Jefferson Parish, Louisiana. A registration fee of \$25 will include a reception to be held from 7 p.m. to 9 p.m. on Wednesday, May 29, the luncheon and conference materials.

A special training session will be held on Friday morning, May 30 covering OMB Circulars A-87 and A-102. To make room reservations for this meeting, mail the form below to the Hilton Inn at New Orleans Airport, 901 Airline Highway, Kenner, Louisiana 70062 (Telephone: 504/721-3471).

For more information on the conference in New Orleans, contact Roy Wilty at 504/367-8517.

Region II Briefing

Mass transit, rail reorganization, manpower and current funding of the Law Enforcement Assistance Administration will be among the topics

discussed at the NACo/CIC Region II Federal Aid Briefing scheduled for June 6-7 at the Colonie Hill Resort and Country Club at 1717 Motor Parkway in Hauppauge, Long Island, New York. Region II includes New York and New Jersey.

Suffolk County Executive John Klein and Nassau County Executive Ralph Cuso will co-host the meeting.

Klein, Chairman of NACo's Manpower Policy Steering Committee, will preside over the workshop on "Comprehensive Manpower Reform."

A panel, composed of county, state and federal representatives from New York and New Jersey will discuss several important bench marks in the development of county manpower

programs. Fiscal year 1974 supplemental appropriations for manpower are expected to receive Congressional approval in late May. Funds for public service employment and summer youth programs should become available at that time. Panel members will explain any terms and conditions attached to these added funds, which may total nearly \$1 billion. A \$25 per person registration fee will include a reception, luncheon and conference materials. Those planning to attend the conference can reserve a room at the Colonie Hill by calling 516/234-7800. Rooms will be \$20 for a single and \$25 for a double.

For further information, contact William Morrissey of Suffolk County at 517/727-4700.

NACo/CIC Regional Federal Briefings

Name: _____		
Title: _____		
County/Organization: _____		
Address: _____		
City: _____	State: _____	Zip: _____
Please reserve a room for me for the night(s) of: _____		
Arrival time: _____ a.m.—p.m.	Departure Date: _____	
Single room: _____	Double room: _____	
Twin bed: _____	Double bed: _____	

For Region IV Briefing Mail To: Hilton Inn at New Orleans Airport, 901 Airline Highway, Kenner, La. 70062.

Steering Committees



PLANNING FOR NACO'S ANNUAL CONFERENCE: Two NACo Steering Committee Chairmen conferred during a joint committee meeting held last week at NACO's headquarters. Commissioner Charlotte Williams, Genesee County, Michigan (Welfare and Social Services Steering Committee), and Supervisor Ernest Debs, Los Angeles County, California (Health and Education Steering Committee), called a meeting to discuss pending legislation on national health insurance. The committee will present resolutions and recommendations for changing the *American County Platform* to NACO's Board of Directors on Sunday, July 14 at the annual conference in Dade County, Florida. The conference runs from July 14 to July 17.



the Ballot Box by Richard G. Smolka

National Association of County Recorders and Clerks
American University Institute of Election Administration

The House of Representatives has temporarily slowed down the drive for a national voter registration agency and national post card voter registration, but the fight is far from over. (See *County News* May 13, 1974)

By a 204-197 vote, the House rejected the rule governing debate on the issue, an essential prerequisite to voting on the measure itself. As a result, the vote is not exactly indicative of the sentiments of some members toward the legislation.

Bill Frenzel, (R-Minn.) one of the strongest opponents of post card registration, as well as others who wished to permit debate and vote the issue up or down, votes for the rule. It is believed that others voted against the rule although they might have voted for the bill itself.

The roll call vote generally followed party lines. There were 177 Democrats and 20 Republicans who voted for the rule, 160 Republicans and 44 Democrats, mostly from the South who voted against it.

John Dent, chairman of the elections subcommittee and sponsor of the bill, indicated that he will attempt to get this legislation passed later in the session. One possibility is as an amendment to other campaign reform legislation.

Leading the debate against the post card proposal was John Anderson of Illinois who voiced fear of fraud. Anderson said, "This is a pie that is filled with rotten apples, and we ought to look at it pretty closely before we adopt the rule and vote on legislation that is going to give us a bad case of indigestion."

Speaking for the post card proposal, was Bill Gunter of Florida said, "In my view, millions of Americans remain unregistered, not because they are

uninterested in making the conscientious effort to do so, but because the artificial mechanical hurdles constructed for purely bureaucratic reasons in practice make it effectively impossible or extremely difficult to do so."

Richard Ichord of Missouri inserted into the debate comments from local election officials from nine Missouri communities as well as the statements of Missouri Secretary of State James Kirkpatrick.

The House version of this legislation differs somewhat from the Senate. The House bill places the national voter registration agency in the General Accounting Office but if the Senate bill was passed, the Bureau of the Census would be the controlling agency.

The Senate version requires post cards to be mailed to every residence in the nation between 45 and 30 days prior to the close of registration before a federal election. The House established a time period of 120 to 60 days prior to the close of voter registration in each jurisdiction.

There is no doubt that this vote was a major setback for proponents of national voter registration. Nevertheless, the vote was not necessarily fatal. This legislation has survived negative votes which would have killed ordinary bills.

Two votes in the Senate sustained a filibuster before a third was successful in closing off debate and enabled the bill to pass. Then, after the House Subcommittee on Elections had apparently tabled the bill, a later vote reversed that action and moved the proposal on its way to the House floor.

We have not seen the last of the national voter registration agency legislation.

New Directions

by Marion Mosner
Community Development Center

Open Space Covenant Plan

A proposed open space covenant plan that would preserve open space is being considered in Montgomery County, Pennsylvania. The county plan would lower real estate tax assessments for acreage retained as open space, such as farm land, forest land, land designated as watershed, steep slope areas, floodplains, abutting parks, historic and future park sites. To get the lower rate, a land owner would agree not to sell or develop the land within ten years. If the covenant is broken, the owner must pay a penalty of back taxes.

Transit Study

Consultants hired by the Comprehensive Planning Organization is conducting a \$130,000 transit study to produce proposals for improving and expanding bus service in San Diego County, California over the next five years. The study will focus on operations of the San Diego Transit Corporation and the proposed North County bus system and will include a survey of riders currently using the system. Public transit currently accounts for only two percent of all trips in the county, and it is hoped that the study will determine ways to increase bus ridership.

UMTA Grant

The Urban Mass Transportation Administration (UMTA) has awarded two grants totaling \$5,510,288 to the Port Authority of Allegheny County, Pennsylvania to assist in the purchase of 85 new transit buses varying in size from 31-35 passenger to 49-51 passenger capacity. In addition, these funds will purchase a fringe parking lot, fare vaults, a computer and accessory equipment, other transit-related equipment, and the rehabilitation of 25 trolley cars.

FAA Grants

The Federal Aviation Administration (FAA) has approved Airport Development Aid Program (ADAP) funds for airport facility improvements for Knox County (Me.) Regional Airport, \$246,750; Chautauqua County (N.Y.) Airport, \$608,605; Westchester County (N.Y.) Airport, \$376,500; Cortez-Montezuma County (Colo.) Airport, \$140,719; Emmet County (Mich.) Airport, \$205,200; Rutherford County (N.C.) Airport, \$688,800; and Starke County (Ind.) Airport, \$614,910. An ADAP Allocation, assures the orderly development of a national airport system to meet future air transportation demands.

In other action, the FAA has approved a \$29,000 Planning Grant for Jefferson County (Tex.) Airport for the preparation of a master plan designed to encourage development of its facilities.

Tri-county Waste Plan Develops

Legal groundwork for a regional solid waste collection program, costing over \$23 million, will facilitate a comprehensive management plan for disposing of solid waste in Multnomah, Washington and Clackamas (Ore.) Counties. The plan calls for recycling transfer stations in each county to shred solid waste and placing remaining waste materials in landfills. Directors of the Metropolitan Service District have approved preliminary stages of enabling legislation.

Resource Recovery Eyed in Salt Lake County

A study by the University of Utah for Salt Lake County and City, Utah has determined that approximately 83 percent of the collected refuse is combustible material, mainly paper, which is potentially valuable as a fuel. Solid wastes have approximately half the fuel value of coal. Eckhoff said that the 750 tons of combustible garbage collected daily could supply a sizeable portion of the heat used by generators at Utah Power and Lights plant in Salt Lake County, which is considering the program. Additional, this would grossly reduce the need for landfills as well as provide a useful energy source in times of a potential shortage.

Smog Emergency Plan

The San Diego County (Calif.) Board of Supervisors is conducting public hearings on a smog emergency plan recommended by the state Air Resource Board. Dr. J.B. Askew, county health director and air pollution control officer, said the plan is required to meet the state clean air implementation program. The plan will alert the public when dangerous levels of smog exist. An abatement program would be implemented in three stages — stage 1: a warning to citizens requesting curbing of automobile use; stage 2: closing schools, government offices and regional shopping centers; and stage 3: closing of certain industries, retail and service establishments and requesting the governor to declare a state of emergency. Last year, the air pollution exceeded stage 1 eleven times.

Emergency Communications System

The Lehigh County (Pa.) Commissioners are proceeding with a plan to create a county emergency communications system to serve both suburban and rural areas. It will assist police forces, fire companies and ambulance services, and can be used as a backup for the city's system. The plan will consolidate communications and provide for a communications center with an Allentown zone in the police department and a suburban zone in the County Civil Defense Department.

Conferees Agree On Legal Service

(Continued from page 1)

political activities barred by the Hatch Act, taking Selective Service cases, taking part in any criminal proceedings on behalf of clients, or bringing suits for non-therapeutic abortion if an abortion would be contrary to the religious beliefs of the doctor or hospital.

The final bill also bars Legal Service lawyers from fostering strikes and from

organizing lobbying groups or soliciting clients to press for any legislation or administrative ruling in rule-making cases. But they can represent legitimate eligible clients in such cases.

Hillenbrand's Washington Report

202/785-9591

A three minute capsule.

County Opinion

Rural Development Breakthrough

Last week's release of \$120 million for rural water and waste disposal system grants was good news to counties. These funds had been appropriated by Congress but impounded by the Administration, and their release represents a major change in Administration policy.

Don Cleveland, leader of the NACo Rural Development Coalition, very correctly said this was a breakthrough for the coalition in its efforts to get full funding of the Rural Development Act of 1972.

We think the release shows that a coalition of county officials working with other groups and organized around a specific issue can greatly influence Congress and the Administration.

However, a word of caution for our Rural Development Coalition. The funds released represent only a

small part of the total needed. The funds Rural Development Act authorizes \$300 million annually for rural water and waste disposal grants. In addition, another \$140 million for rural industrial development, pollution control and planning assistance are still impounded. The coalition should intensify its efforts and capitalize on the breakthrough.

The coalition should also take a good look at how these grant funds will be used. The Farmers Home Administration (which will administer the funds) should use local general purpose units of government to administer water and waste disposal systems developed with these grants. The creation of special districts should be discouraged. There are too many of them already. These grants should not trigger more.

IPA Needs More Money

The Intergovernmental Personnel Act of 1970 was passed by Congress to strengthen the management capabilities of state and local governments. If asked to point to one federal program that has done much to aid in developing counties as full partners in "New Federalism," we would have to point to the IPA program.

Administered by the U.S. Civil Service Commission, it provides grants and technical assistance to state and local governments in personnel administration, permits temporary assignment of personnel from one level of government with another or with a university, authorizes state and local government employee attendance

at federal training programs, urges development of cooperative recruiting and examination efforts, and provides for administration of merit employment standards for about 30 federal grant-in-aid programs.

The program has proven itself, but not nearly enough money has been appropriated for it. In fiscal 1974, \$10 million was authorized for IPA programs. That's \$10 million to be divided among 50 states which in turn must divide the funds among 100 to 150 grant-applicants. In California for instance, there were 110 proposals for a total of \$5 million. There was only \$1.2 million available. In New York State, with \$1.2 million also available, there were applications seeking \$4 million filed.

The House and Senate Appropriations Subcommittees on Treasury, Postal Service and General Government will be holding hearings on IPA appropriations on May 20 and May 30 respectively. NACo is urging them to approve \$30 million. If your county has had an IPA program or has been unable to secure a grant due to lack of funds, contact your Congressmen, write to the subcommittees and let NACo know. These programs have been effective but need more money.

Letters to NACo

Editor's Note: Alstair McArthur, formerly Assistant Director of the National Association of Counties and now Intergovernmental Programs Coordinator for Montgomery County, Maryland, has suggested amending the federal laws to make counties eligible for non-profit mailing privileges for certain key county mailings.

Dear sir:

Under the U. S. Code, the Post Office Department can grant non-profit mailing privileges to certain groups. These include religious, philanthropic, fraternal, labor and educational organizations. They usually rely on the Internal Revenue Service for their definition as to what qualifies as a tax exempt organization and therefore is eligible for the non-profit mail privilege.

In addition to specifying which organizations qualify for this privilege the code also notes that state, municipal and county governments do not qualify for the non-profit mailing privileges.

This has caused us some concern in Montgomery County because our recreation department makes a quarterly mailing to about 100,000 people of a tabloid which describes the various recreational programs that will be available during that particular season. We

pay the bulk rate because we are a county government and therefore not eligible for the non-profit mailing privilege (which is about six cents less than the bulk rate). By contrast, our board of education mails to essentially a similar list a tabloid which describes their programs. Since it qualifies as an educational organization, it is entitled to mail under the special non-profit making privilege at a much reduced cost. The Montgomery County Community College also enjoys similar privileges.

There are at least two answers to the problem: one would be to piggy-back our mailing with that of the board of education under the special mailing privilege. The Post Office frowns on this practice. In fact, they said it was downright illegal and we would all go to jail if we tried it.

The second solution is to get the law changed and that is where NACo might want to lead the fight. If you could get the code changed to allow counties to qualify as non-profit making groups, think of the thousands of dollars that we would save.

Alstair McArthur
Intergovernmental
Programs Coordinator

Growth Management Techniques

NACo and the International City Management Association (ICMA) will sponsor a national conference on Techniques of Growth Management hosted by Fairfax County, Virginia at the Sheraton International Hotel in Reston, Virginia on May 22, 1974.

The conference will have panels on the following:

- *Moratoria and Interim Controls
- *Adequate Public Facilities Ordinances
- *Assessing Economic and Fiscal Impact
- *Environmental Impact Statement Process
- *Land Banking
- *Housing Policies
- *Zoning: New Developments and Alternatives
- *New Communities

Leading city and county officials who have experienced rapid growth and urban sprawl will serve as panelists and present case histories of how problems were handled locally.

Among the scheduled special speakers at the conference are Robert Freilich, Professor of Law, University of Missouri, author of Ramapo New York State Supreme Court Decision.

The conference fee of \$75 includes extensive growth management materials, three meals and a Reston tour. County officials who have questions may direct them to Jayne Seeley or Bruce Talley at NACo, 202/785-9577.

Those who wish to register may use the attached form and send it with the \$75 fee to: Claire Rubin, International City Management Association, 1140 Connecticut Avenue, N.W., Washington, D.C. 20006. Make checks payable to ICMA/NACo Growth Management Conference.

ICMA/NACo GROWTH MANAGEMENT CONFERENCE
Sheraton International Hotel
Reston, Virginia
May 22-24, 1974

REGISTRATION FORM

Name: _____ Remittance enclosed
Title: _____ Bill me
Local Government: _____ Please send me room reservation material at the Sheraton in Reston, Virginia
Address: _____
City: _____ State: _____ Zip: _____

Send to: Claire Rubin, ICMA, 1140 Connecticut Avenue, N.W., Washington, D.C. 20006

County News

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OUTLOOK

On Issues Affecting Counties

Effective leadership needed for urban ills

by Floyd H. Hyde

The problems of any large and complex society such as ours obviously cannot have simple solutions. In fact, it is often difficult to even find agreement as to just what the major problems are, let alone agree upon a course of national action. Recognizing this fact, I nevertheless submit herewith my "problem list" based upon my experience of 10 years in local and federal government service.

They are familiar ills of substandard housing and slum conditions generally; of inadequate health care, education and other social services; of unreasonable restraints in human rights, dignity, mobility and personal aspirations.

These problems hold the threat of much greater longevity than Watergate or the energy crisis. They seem particularly endless and intimidating to their victims because, as Ogden Nash put it, "Life is so daily."

Yet we have accomplished no more than a series of beginnings toward solutions. We consistently reject the true magnitude of the task — social, economic, physical and human. We invariably refuse to opt for workable plans or to pledge the necessary sacrifice for adequate resources and commitment.

Even with the massive problem-solving efforts of the '60s, we find results in doubt and commitment compromised. Urban areas are pock-marked, but they are no longer in flames. And so we turn not to thorough and coordinated follow-up action, but to a huge national gift of relief, courting dangerous illusion.

The responsibility for failure to deal adequately with this situation, in my opinion, must be shared by our entire political system, particularly at the national level — the executive branch, the Congress, and our major political parties, for these are the instruments through which priorities are set and the people challenged.

Our leaders fail primarily because of the political risk of perception — of viewing with alarm before the bell goes off directly in the public's ear.

Walter Lippman once reminded us that office holders are always on trial for their political lives. They look upon the whole truth as a luxury. "It is safer to be wrong," Lippman wrote, "before it has become fashionable to be right."

When the federal government does act, it is almost always in the form of ill-conceived, reaction to crisis, rather than well thought-out, long range planning. A good example is the almost unlimited expansion of federal categorical grant programs; we now have more than a thousand of them — each aimed in theory at a social evil, each armed in theory

against a human neglect.

Needless to say, their main growth came in the '60s, when the full and frightening bill for years of token concern finally reached us.

We should not ignore the accomplishments of many of those programs. We did indeed improve education, health and other social services. We accelerated center city reconstruction through urban renewal and approached human renewal with Model Cities efforts, community action programs, to mention a few.

But we must note again the inefficiency inherent in urgency. We've now had time to observe the programs and judge them, and some of the results are disappointing, to say the least.

It is not easy, as a former mayor, to abide the federal bureaucracy — for example, to be told that a single project requires 25 copies of an application 18 inches thick; to take that incredible bulk to the federal agency in a truck, and to learn months later that no action has been taken because the application has been taken because the application has been mislaid.

But it may be harder as a federal official — an ex-mayor with the same kind of hope and, he thinks, some effective power at last to help sort out the chaos.

It is harder because optimism is finally undermined, not by the magnitude of the task but by the lack of a national will, the absence of a determination at all levels of government and among all segments of the population to face reality.

We are relegated to a situation in which the policies and priorities in the fight for a better American materialize, as I have attempted to illustrate, almost entirely by default.

My apprehension for the future is that we will do no more than we have done thus far.

Subsidy Programs

Of the other federal programs that have been tried and found wanting, some were in the second housing wave — the subsidy programs, which were suspended just over a year ago.

You are well aware that we followed the suspension with a six-month, in-depth study to discover just where our housing efforts had taken us and how we might better proceed.

Among other things, we discovered that the old programs — through calendar 1972 — had served only six percent of those eligible.

This limited help was not even going to those who needed it most. The average annual income of those receiving aid under the Section 236 rental program was \$5,450; the average annual income of the recipients of Section 235 home ownership program assistance was \$6,750.



Floyd H. Hyde

Worst of all — and more pertinent to a theme of worthy efforts poorly thought through — the public housing and other subsidy programs deny their supposed beneficiaries freedom of choice as to where they live. No matter where the jobs are, no matter where the better life is, if you need government housing assistance, you will take the unit you are offered or nothing at all.

In trying to cope with all these housing and urban development deficiencies, we are hampered by various complications. We have managed, for example, to foul up the federal delivery system — the means by which money and resources go down to the local operating level and are spent.

In Washington, hundreds of the thousand-plus grant programs involve overlapping or duplication. In localities, the power to get things done is drained off through excessive diffusion of responsibility.

Add to this the confusion that comes from a multiplicity of adjoining urban governments trying to solve thorny problems that cross borders, and you begin to wonder how urban America has survived.

We are relegated to a situation in which the policies and priorities in the fight for urban America materialize almost entirely by default.

My apprehension for the future is that we will do no more than we have done thus far. Yet I know that the last thing we can afford is to go on with this business as usual. To give in. To give up.

The Way to Change

How, then, do we find the way to change?

We must first insist on more effective political leadership. We must have in office men and women with the courage to tackle tough issues — to reject the old fear of perception and recover the rewards of difficult achievement. At the very least, we must raise the goal of a "decent home in a suitable living environment" to full equality with other national ambitions.

No new commitment by our leadership will be effective, of course, without the involvement of the average citizen. I said earlier that we must blame our leadership before we fault our people. That is true, it is the purpose of leaders to lead. But the public cannot escape its own share of responsibility.

It would be difficult to argue, for example, that our space program has been a questionable undertaking. I am sure it has blessed us with invaluable educational and technological by-products. It involves legitimate national defense

(Continued on page 7)

The new work ethic: "work smarter not harder"

by Angela O'Loughlin

"Work smarter not harder" is a slogan that is echoing throughout the government offices of Nassau County, N.Y. and the Towns of Hempstead, North Hempstead and Oyster Bay. The motto sums up the basic philosophy of a joint labor-management project designed to improve productivity among the employees of the four municipalities.

The productivity project is comprised of three programs. The first has to do with productivity improvement, labor-management relations and productivity bargaining. The second is a survey program which has to do with tapping the opinions and attitudes of those workers actually performing municipal services so that their full involvement in the project is assured and that valid problem identification is obtained from all levels of the work force. The third is the personnel survey program which entails the coordination of existing job structures within the four municipalities, in order to develop a method for assessing and changing these structures where this is found to be needed for productivity increases.

The primary objective of the project is to improve the productivity in municipal service through the collective bargaining process. Support in achieving this goal has been given by the U.S. Department of Labor, the National Commission on Productivity, the Ford Foundation, and the New York State Office of Local Government.

The most innovative aspect of the project is that it is a partnership between four municipalities (Towns of North Hempstead, Oyster Bay, Hempstead, and Nassau County.)

Productivity Improvement Efforts

During the past year, project staff have worked as change agents and systems analysts in determining ways to increase productivity in eight different areas of municipal government. These eight areas have been given the name of Productivity Improvement Efforts (PIE's).

For example, early in 1973 the project was asked to study the emergency room of the Nassau County Medical Center. This area was selected by labor and management at the hospital as being a crucial area for study. During the past ten years the emergency room staff has increased by 100 percent, but its patient load had increased by 400 percent.

After observing the system at the emergency room, it was decided that the best area for study would be the patient service delivery system — from the admission of the patient to his discharge. The objective of the study would be to devise a method for decreasing the time the patient spent in the emergency room without decreasing the high standard of medical care.

Observations and data collected on the system showed that only 40 percent of those persons entering the system could be classified as emergency cases. In addition, the patient demand was heaviest between 9:00 a.m. and 9:00 p.m., but the staffing pattern for the emergency room was basically the same around the clock.

The following recommendations were made to the hospital by the project and were implemented:

1. The institution of a walk-in clinic for non-emergent cases during the peak load period.
2. The appointment of a triage nurse to separate emergent from non-emergent cases during the peak period.

3. A new staffing pattern to correspond to the peak patient demand period.

After the above changes were implemented, a remeasurement was made of the patient thru-put time. It was found that the thru-put time had decreased by 22 percent (24 minutes) per patient for the entire 24 hour cycle or 30 percent (46 minutes) for the medical patients during the hours the walk-in clinic operated for the non-emergent cases. Patients are experiencing a markedly reduced waiting time for service.

By increasing the efficiency of the present emergency room system the project has increased the patient capacity. This increased patient capacity has occurred not by an increase in staff, but through better utilization of existing resources.

Stenographic Pool

In another case, the Nassau County probation department, under the direction of Louis J. Milone, invited the project staff to study the paper flow system in the stenographic pool in the adult division.

The stenographic pool is responsible for completing all reports required by the probation officers in the adult division. The observations and data collected showed this to be a high growth area with a growing backlog of untyped reports which were hampering the work of the entire division. It was found that this backlog was a result of many factors including poor equipment, illegible handwriting, and an inadequate system for handling the paperwork.

The unit of output decided upon for measurement of baseline data was the number of lines typed per week. It was found that 41 typists produced 50,301 lines per week.

After analysis by project staff, it was decided that an IBM Word Processing Center would be installed. This processing center combines the use of magnetic card typewriters and on-line transcription equipment. It was thought that the magnetic card typewriter would eliminate the tedious work of typing redundant forms and would increase the output of this typing section. In addition, it was felt that the dictating equipment would eliminate the need for written reports,

and therefore the problem of illegible handwriting.

On January 28-29, 1974 the first thirteen machines were installed (5 more will be installed later). In-house training began on January 30, and continued for approximately ten days.

At this time an interim-after-measurement has been taken. This measurement already indicates a marked change in the number of lines typed. The thirteen typists produced 27,120 lines in one week, compared to the original 50,301 lines produced by the 41 typists. The project compared averages in measurement of per-person output before and after changes, and came up with a 70 percent gain in efficiency.

By introducing this new system the Multi-Municipal Productivity Project has decreased the number of typists needed in this division. These typists could be deployed to other areas within the department where increased help is needed.

The two areas presented in detail are the first two complete staff conducted PIE's, however, within the next few months similar results are expected from the Hempstead and North Hempstead building departments, the Oyster Bay sanitation department, the Nassau County purchasing division and the department of social services.

Second Year Plan

The productivity project is about to embark on its second year plan which involves front line employee involvement in initiating productivity improvement efforts. This grand scale operation has taken quite a bit of thought and planning, but the project has come up with a blueprint that will enable PIE's to be initiated throughout every department in the county and three towns, and at the same time engage the entire 30,000 strong work force in proposing and implementing the changes.

Liaisons were selected by the union and department heads to represent each department or major division in the four participating municipalities. In January of this year, 360 liaison persons attended workshops conducted by the project, to learn how to implement a PIE in their own area.

The project staff act as consultants to the departments, but the actual implementation of change, data collection and measurements is handled by an employee team, headed by the departmental liaisons. Training sessions began last month, to train the liaisons in the more technical aspects of productivity improvements.

Currently, 20 departments are actively engaged in developing a PIE proposal, and more are expected during this summer. From what has been observed so far, enthusiasm is high among the employees to provide input into the way they do their work.

The elected officials in Nassau County and the three Towns have also shown enthusiasm. Nassau County Executive Ralph G. Caso stated his theory on productivity. "For government, productivity should mean being able to respond to new needs without having to increase the tax burden. For government workers, it should mean greater job satisfaction and a share in the tax savings through salary gains and work benefits."

Survey

Not all the work of the project however, has been devoted to PIE's. Another important goal has been to ascertain the attitudes and opinions of the work force on productivity and their jobs. Their information will be used to aid the staff in the PIE's and the voting team in their negotiations. To acquire this information on the work force a Random Sample Attitudinal Survey was conducted during September and October of 1973. A sample of approximately 10 percent of the total full-time work force was selected. Eighty-five percent all available employees randomly chosen completed the questionnaire. The information from the survey is in the process of being tabulated by the computer at the Cornell School of Industrial and Labor Relations. Dr. Dina Paul, the survey director has indicated that more detailed information on the survey should be ready later this Spring.

One interesting response, that has been analyzed, is the employees' attitudes toward the concept of productivity improvement. The responses to a series of

(Continued on next page)



(From Left to Right) Augustine Lanzelotto, Labor Representative, Town of Oyster Bay, Richard C. Kaiser, Management Representative, Town of Oyster Bay, Alex Bozza, CSEA, Kenneth Cadieux, CSEA President, Town of Hempstead, Vincent J. Macri, Project Director, Irving Flaumenbaum, Nassau County CSEA President, Alice Amrhein, Deputy Director of Project, Ed Logan, Nassau County CSEA, Arthur G. Bingham, Management Representative, Town of North Hempstead, Harold Braun, Management Representative, Town of Hempstead, Edward Ochenkoski, CSEA President, Town of North Hempstead, Pasquale D'Alessio, CSEA President of Oyster Bay not pictured.

Firm commitment is needed for urban priorities

(Continued from page 5)

considerations. It has its justifications in terms of national pride and man's eternal need for challenge.

But I'm not all that amused when I watch Skylab astronauts floating around or hear them reporting back on the difficulties of taking a shower. I am much more concerned about Americans who can't take a shower on Earth — kids who must go to school without baths or adequate food or proper clothing.

I am much more concerned about those 13.1 million Americans identified by the Joint Center for Urban Studies as being housing poor, either because the housing is substandard or because the price of it is too high.

I am bothered that lack of money stands between such conditions and a decent life when we put no price tag on reaching the Moon. We signed a blank check; by the time of the first lunar landing, we had filled it out for \$24 billion now over \$40 billion.

Figures for some new national programs are only slightly less impressive. We propose, for example, to spend 19 billion dollars for transportation assistance in the four fiscal years ahead of us, plus another 2 billion in federal loan guarantees for the railroads.

Mind you, my complaint is not with the contention that we will surely profit from improved transportation facilities. The probability seems self evident.

My criticism concerns the process by which we arrived at a figure like 19 billion dollars. Where was the debate? Who evaluated the trade-offs — transportation versus other pressing urban needs — in such a sizeable expenditure? Did anyone at the federal level ask whether or not it might be better to allocate some of those resources to making parts of our existing urban areas more liveable? The answer is obviously "no".

Consider as well that during the entire 25-year history of urban renewal efforts, we have spent a grand total of 7.5 billion dollars and this program is the one major federal effort to revitalize our nation's cities — to create the "suitable living environment for every American family" enunciated by the Congress back in 1949.

No new commitment by our leadership will be effective, of course, without the involvement of the average citizen. I said earlier that we must blame our leadership before we fault our people. That is true; it is the purpose of leaders to lead. But the public cannot escape its own share of responsibility.

We in this nation spend 6 billion dollars a year for tobacco products and 12 billion a year for cosmetics. Certainly we can afford a limited further contribution to the basic health and well-being of our country.

To be sure, a new resolve by our leaders and ourselves is not all we can bring to bear against urban ills. There are other important requirements. Specifically, we need new tools and more realistic operating methods.

We desperately need a mechanism through which both the Congress and the Administration in power at a given time can structure themselves to deal with the entire question of priorities.

Establish priorities

The executive could work toward that end through the long-proposed reorganization of the federal establishment, which would reduce the number of departments and agencies and streamline their operations. We would be able at last to slash duplication and waste and promote cooperation and efficiency.

We hear much less about the need for structural reorganization in Congress, but there is far less communication and coordination among Congressional committees than among federal agencies. Each committee does its own thing and

goes its own way, to the great detriment of more meaningful, concerted action.

If there is no other solution, possibly the House and the Senate could add to their list of joint committees a Joint Committee on National Priorities.

As the final item on our list of needed improvements, we have moved in the direction of more flexible use of federal revenues at the local level. A complete and successful transition to that approach from the old categorical method would be of incalculable benefit in our war on all those things that detract from the good life.

At the time of this writing, it appears that the Congress will enact a Housing and Community Development bill this session in response to the administration's urban special revenue sharing proposal, called the Better Communities Act.

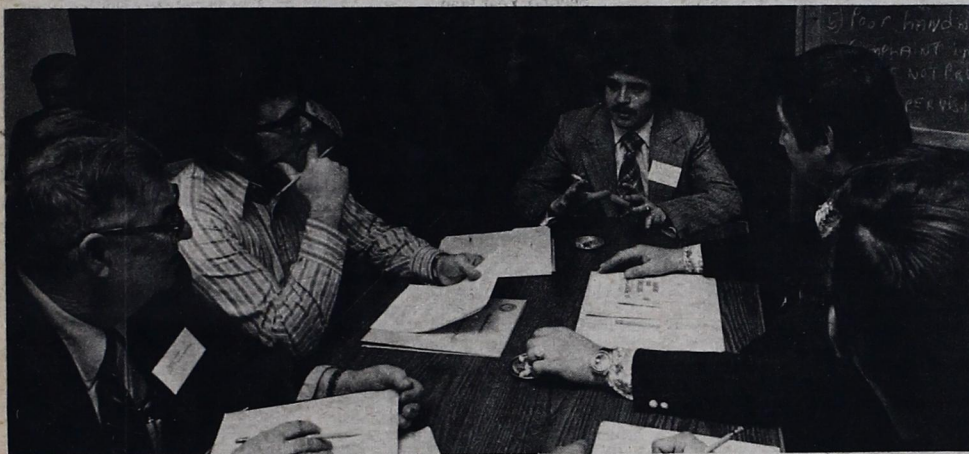
Since the version which has already passed the full Senate differs from the bill being marked up by the House sub-committee, it is impossible to say with certainty what the final bill will provide. The Senate, for example, does not include urban counties as entitlement localities, but the House sub-committee does. I am confident that reason will prevail and that full recognition will be given to the fact that urban counties should not be treated less fairly than other like urban places. Other details of the several versions have been accurately reported in *County News* and it is not my purpose to restate those facts. I would like to suggest, however, that what is happening in the Congress today will create a major change in our entire governmental system. Whether that change is for the better will largely be up to those of us at the local level who have been justifiably critical of the present system.

This will indeed be welcome news, but if such new directions in our governmental systems are to be successful, it is clear that local officials and administrators have an enormous task ahead and a great challenge. If we are indeed to use this opportunity to create a more "responsive" governmental system, local officials must become far more sensitive to the needs of their constituents, particularly those who have not been traditionally privy to the decision-making process. The building of better management capacity, including long-range policy planning capability, ongoing monitoring and evaluation processes, are essential. Most important of all, however, is the need for local officials to demonstrate the will to tackle the tough problems of their community, the courage to speak out on unpopular issues before it is fashionable to do so, and the determination to succeed. I am confident that local government is equal to the task.

Yes, I believe state and local government, given more freedom from the traditional constraints of the categorical grant programs with the ever-present federal second-guessing and nit-picking reviews, will rise to the greater responsibility placed upon them. My real concern is that the federal government and the Congress not look upon this reform as a means to withdraw the necessary commitment of additional resources needed to provide every American family "a decent home in a suitable living environment," as promised for so many, many years.

Floyd Hyde was assistant secretary for community development in the department of housing and urban development. Currently he is senior vice president for urban affairs with McManis Associates of Washington, D.C.

Productivity improvement efforts



Employees meeting with group leader Rick Petrone of the Productivity staff to resolve questions proposed through a case study.

(Continued from preceding page)

In addition, the personnel program will also research comparable job specifications among the county and participating municipalities. The project will then correlate this data with the appropriate civil service classification within the PIE areas to determine whether further modifications in either specifications or classifications is needed.

Michael Edwards, director of municipal training at the New York State Office of Local Government and Marlene Mauriello, productivity project monitor from that same agency, are watching this program with interest, for its' success could have a tremendous impact in terms of transferrable recommendations made to other New York State municipalities.

Practice Bargaining Session

On February 28, March 1, and 2, 1974, the project voting team met in a practice bargaining session. Productivity bargaining is viewed as an ongoing

process, and it occurs throughout the life of a municipal labor contract. It is a formal part of collective bargaining, in questions on productivity were analyzed and the sample showed that 40 percent were favorable toward productivity; 10 percent were unfavorable; and 50 percent were neutral. This seems to indicate that a great number of the employees have an open mind towards learning about productivity.

Personnel Program

Productivity improvement efforts should in some way alter the work being done by participating departments. The purpose of the third project program, the personnel program, is to assess the organizational impacts of productivity improvement efforts within departments and in particular, to evaluate methods for the alteration of job functions resulting from these efforts.

that it is parallel to the main bargain. Productivity bargaining also serves to bridge successive collective bargaining

sessions. At the productivity bargaining session, the eight voting members developed methods for obtaining accurate information and cost data for the bargaining table, and with the determination of methods to put monetary values on the improvement of services.

Communication

Employee participation is one key to the success of the Multi-Municipal Productivity Project, and the second year plan includes an intensified communications effort with the people who are actually performing the service. In this project employees, their unions, and the local governments they serve, are demonstrating that everyone can "work smarter" to keep down the cost of effective government.

Angela O'Loughlin is information specialist with the multi-municipal productivity project in Nassau County.

When disaster strikes—are you prepared?

by Ron Stephenson
Pennington County Commissioner
Rapid City, South Dakota

June 9, 1972: a night of death and devastation when a flash flood smashed into Rapid City, South Dakota — 238 people killed, nearly 3,000 homes demolished or severely damaged, miles of highway and nearly 100 major bridges destroyed, more than \$200 million in damages in a community of less than 100,000 people.

YOU — the local elected city or county official — are responsible for the welfare and safety of the people in your jurisdiction. You probably share it with other appointed and elected officials. But eventually THE BUCK STOPS AT YOUR DESK.

If your community were to have a disaster tonight, do you — as an elected official — know what your role is?

I'll be the first to admit I did not know the night of June 9, 1972, when a flash flood hit our community, took 238 lives, left thousands homeless, and destroyed millions of dollars worth of property. I started to realize what my responsibilities were the next day when I got the job as coordinator for the Rapid City-Black Hills, South Dakota Disaster.

Suddenly 'It's Me'

As a county commissioner and member of the joint city-county civil defense board, I found myself assembled at around 1 a.m. on June 10 with the mayor, sheriff, chief of police, coroner, public works administrator, and other community officials in the emergency operation center (EOC) at our county court house. The police department had been flooded out. Our civil defense director was stranded some 20 miles away with no chance of getting to the EOC. Every person at the meeting was a specialist and had a particular job to perform. With one exception: ME.

Since commissioners in our county are elected to serve on a part-time basis, I also happened to be in the retail music business. I guess the others thought I wouldn't be selling any organs or pianos for awhile, so that's how I got the job as disaster-recovery coordinator.

Illa Cannon, our operations chief, should have been in bed with the flu and a bad case of laryngitis, but instead stayed on and helped for many hours before she finally got some rest. With tremendous help from the National Guard, Ellsworth Air Force Base, state and federal civil defense, and many disaster-related organizations, as well as the support and cooperation of Rapid City mayor Don Barnett and his staff, we started to work our way out of the debacle. This effort has continued these two years since the tragedy struck.

Help Pours In

We made some mistakes, but we did some things right, too. I could talk about the work of the 18 federal agencies under the coordination of the former office of emergency preparedness (now the federal disaster assistance administration), the assistance of DCPA (Department of Civil Preparedness Administration) with damage estimate reports, the outstanding support of the Rocky Mountain regional council in Denver under the chairmanship



of Robert Rosenheim, the "textbook" plan of the "Operation Bulldozer" cleanup, and the assistance from other federal agencies. I could talk about the tremendous all-out effort of our local citizens in helping themselves as well as others. Our hearts and thanks went out to the Salvation Army, Mennonites, church response, and other churches and organizations, and thousands of people from all over the world who helped us to come back.

In our rebuilding efforts, I could talk about a community constructing some 3,000 new living units, a beautiful park being built in the floodway, a huge civic center complex with an indoor football field, many new commercial buildings, and even some downtown urban renewal getting started — a massive effort to make our city and area a nicer, safer place to live.

It takes guts, but it also takes money. Lots of money. Where does it come from? You — the elected official — better find out.

It Could Happen to You

You might say, "Sure, this sounds like another scare story told by a public official to enhance his job or department." Well, believe this: It won't make one dime of difference to me as a Pennington County Commissioner if you listen or not, but it might make the difference of millions of dollars to your city or county for you to be informed. Remember, the President has declared more than 200 major disasters since our flood.

For whatever it's worth, my suggestions would be to get out and find a good Civil Defense Director and staff. Work with your state and federal DCPA agencies.

The purpose of civil preparedness is to safeguard people. Civil preparedness in action is the coordinated response of federal, state, or local government to an extraordinary emergency. Officials who believe their county needs a more effective disaster preparedness program so you will be ready to respond to any disaster, should contact their regional DCPA or state disaster office, requesting assistance in planning. Also check into the possibility of an on-site assistance (OSA) program that federal and local officials have available.

Also get involved with local regional planning groups. (We have a planning district covering 11 western counties in South Dakota that is outstanding and acts as a liaison among city, county, state and federal governments).

Make your citizens aware of a warning system, evacuation procedures, emergency housing, welfare, and other preparedness actions for disasters of all kinds. Take a good look at where you are building houses and apartments. Investigate land use as it relates to the new federal flood insurance regulations, and inform developers and others that you intend to regulate building to protect people and property in the future.

Spreading the Word

Since our flood I have traveled more than 60,000 miles talking to local officials in over 20 states, trying to tell them our story so that other local elected officials will have a better idea of how they should prepare for such a disaster. The thing that concerns me most, as I have traveled, is to see the developments, specifically residential developments, in disaster-prone areas.

Perhaps a poem written by one of our flood victims in Rapid City best expresses my concern. It's called "Hockwasser" (high water), and the last three stanzas sum it up:

*"We couldn't stop the rainfall,"
so a panel said.
"Heeding a warning call
Could have meant less dead."*

*Not one soul should be blamed
For Ma Nature's whim.
And no man can be shamed
For such chances slim.*

*Some answers must we seek
While we plan and grieve
But I hear Nature speak:
"NOW — DO — YOU — BELIEVE?"*

OUTLOOK

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NACE "Matter and Measure"

National Association of County Engineers

Information of the Asphalt Shortage

We have received a summary of asphalt needs based on the survey NACo and the American Association of State Highway and Transportation Officials (AASHTO) sent to their members. Of the 1,200 questionnaires we sent out to county engineers, 523 responses were returned. This is a fantastic response rate and we thank each of you.

County highway department asphalt needs exceed 14 million tons. As a matter of comparison, the state highway needs are 10 million tons, while the federal government (Bureau of Indian Affairs and Forest Service) are less than 400,000 tons. This shows rather clearly that county needs far exceed both federal and state. Cities and townships needs are not included in these figures, nor is the demand by airports, private developers, etc.

Based on your responses, here is NACo's letter to the Federal Energy Administration:

Honorable John C. Sawhill
Administrator
Federal Energy Administration
New Post Office Building
12th & Pennsylvania Avenue, N.W.
Room 3400
Washington, D.C. 20461

Dear Mr. Sawhill:

The National Association of Counties (NACo) is deeply concerned that asphalt was specifically excluded from the Mandatory Petroleum Allocation Regulations as published in the Federal Register. The possibility that some of the residuals previously available for asphalt production would be directed for use as fuels is also of great concern.

NACo, in conjunction with the American Association of State Highway and Transportation Officials (AASHTO), conducted a survey of state and county estimated needs for asphalt, for maintenance and construction. Details of this information was forwarded to you in

April by AASHTO. In summary, the results indicated that 24,700,000 tons will be needed by these agencies in 1974. This figure does not include needs for city streets, airports, private developers and the miscellaneous users.

NACo assumes that the FEO has data on available supply of asphalt cement. Therefore, you can compare the needs stated above to available supply and tell us if a shortage of asphalt exists. If your figures prove that indeed a real shortage will occur in 1974, it is necessary that you inform us of that fact so that our county officials can plan accordingly.

Additionally, and perhaps more importantly, we are concerned about the long term shortages, primarily, the effect this condition will have on our bituminous highway investment. As pointed out in the survey results, this investment totals approximately \$93 billion. As you are undoubtedly aware, highway funds are woefully inadequate to upgrade and maintain our current system. We, as a nation, can't afford our present highway system to degrade further.

We understand that refineries can't immediately "turn the valves" and asphalt supply will be reduced - therefore, the 1974 asphalt supply will be a function of crude availability. However, if asphalt remains excluded from your Mandatory Petroleum Allocations, we can visualize the supply situation becoming increasingly severe each year. Obviously, the needs will not decrease, since highway demands of our ever increasing population are ascending.

Additionally, local government's tax dollars are limited, and should a shortage develop, prices for asphalt will escalate dramatically. This obviously will increase cost of highway work undertaken, thereby once again penalizing the public who must pay the bill.

We believe the above clearly demonstrates that asphalt must be included on the list of petroleum products controlled by your office.

Federal Regulations Reviewed

Proposed federal regulations have been received by NACo for review and comment. These regulations are currently being analyzed by county officials and NACo staff to determine their impact on counties. Due to the size of some of the regulations, NACo is unable to provide copies of all issues. At the end of each description it is noted whether or not copies are available. If copies are available please write to Carol Shaskan at NACo. As an added service, we will separately be listing final issuances which are available from agencies.

(74-42) DOA "Special Milk Program" The proposed rule making would amend the Special Milk Program by requiring that "free lunches under guidelines set forth by the Secretary shall also be eligible for free milk."

(74-44) HEW "Amendments to Skilled Nursing Facilities Regulations, Federal Health Insurance for the Aged and Disabled, Social Security Administration." These proposed regulations modify the requirements of the Medicare-Medicaid common standards for skilled nursing facilities by extending the number of days for employment for a registered nurse in a skilled nursing facility on the day tour; requiring that a skilled nursing facility must employ a medical director to coordinate medicare care; and requiring that skilled nursing facilities establish procedures to ensure

that patients are afforded certain enumerated rights.

(74-45) HEW "Proposed Regulations on Discharge Planning for Skilled Nursing Facility" The regulation establishes a discharge plan for each patient receiving medical assistance under Title XIX of the Social Security Act.

(74-46) HEW "Coverage and Conditions of Eligibility in Financial Assistance Programs" This proposed regulation discusses HEW's views as to the scope of state discretion in establishing coverage and conditions of eligibility for the public assistance programs under Titles I, IV-A, X, XIV and XVI of the Social Security Act in light of recent actions of the U.S. Supreme Court.

(74-47) HEW "Health Maintenance Organizations" (HMO) The purpose of the proposed rules is to implement the provisions of the Health Maintenance Organization Act of 1973, P.L. 93-222, by enabling the Secretary to provide financial assistance to entities eligible for such assistance under prescribed sections of the Public Health Service Act. Basically the rules cover the requirements needed to set up an HMO, the general provisions regarding federal financial assistance, specific provisions relating to assistance for feasibility surveys, planning and initial development, projects, and operating costs. Copies are available.



HUMAN RESOURCES STAFF: The Washington Staff of the new Human Resources Project includes (l to r) Scott Forsyth, Jo Merrill, Mary Brugger and Al Templeton.

State Associations Picked For Human Resources Project

Editor's Note: This is the second in a series of articles on NACo's newest step in services to counties.

The Rural Human Resources Project, with a goal of helping counties improve planning and delivery of human services to the rural poor, will be operated through the following state associations of counties: Association of Arkansas Counties, Iowa State Association of Counties, Association of Minnesota Counties, Montana Association of Counties, County Officers Association of the State of New York, Association of Oregon Counties, and the Pennsylvania State Association of County Commissioners.

The terms of the federally financed project's contract detailed procedures for choosing the states: they were to be spread out through the 10 federal regions, with the first opportunity to designate participants going to the directors of the office of Economic Opportunity regional offices; the directors were asked to nominate states on the basis of high populations of the rural poor and rural unemployed; other major factors were the state associations' interest in helping counties plan for the integrated delivery of human services and the key role community action agencies play in that process.

Once a state association agreed to participate, the consent of the governor of the state was obtained and a contract signed.

Next, a human resources coordinator to be responsible for the project's operation was hired. The position offered to an individual chosen by the association executive, with the approval of the NACo project staff.

The coordinators are a highly skilled, impressive group of people who will be introduced along with the state association directors through the coming weeks in this series.

The staff at NACo is responsible for the overall operation of the project and

for assisting all counties in developing effective systems for the delivery of human services.

Al Templeton, project director, conducted NACo's Allied Services Project, which began in October 1972; he has worked extensively with community action agencies and local governments — as a community action technician with the Council of the Southern Mountains, and as executive director of the DeKalb County (Ga.) Economic Opportunity Authority; was a consultant to the Department of Labor's Welfare Reform Planning Staff and to local communities in planning and developing social service programs for federal funding.

Scott Forsyth, project manager, previously a consultant to the Allied Services Project, joined the staff full-time in January; has extensive experience in community planning and coordination of children's programs through the Springfield (Mass.) Area Community Coordinated Child Care (4-C) Committee, the Day Care and Child Development Council of America, and as federal coordinator in the Region VI Office of Child Development.

Mary Brugger, research associate, before joining the staff of the Allied Services Project in July 1973, conducted independent research on standards for human service programs for the National Institute of Mental Health and was a caseworker for the Baltimore City (Md.) Department of Social Services; is responsible for research and materials development for human services program Jo Merrill, project secretary, was secretary to the projects director of the San Francisco Bay Area Council immediately prior to joining NACo in August 1973 and also worked for the Boston office of the National Center for Voluntary Action.

Next weeks article will report on the coordinator's orientation session conducted at NACo.

Preliminary Manpower Allocations

The CETA preliminary planning allocations for summer youth, Title II FY '74, and Title I FY '75 were released to NACo on May 8th.

These allocations are strictly tentative and may be revised as a result of appropriation action by Congress. They should be good minimum figures since these allocations were based on the President's budget while Congress is busy appropriating more money.

The base figures used in these allocations are \$295 million for summer youth, \$200 million for Title II FY '74, and \$1.0448 billion for Title I FY '75. The consortia bonuses are not included in the Title I allocations.

				FY '74		FY '75				FY '74		FY '75	
				Summer	Title II	Title I		Summer	Title II	Title I		Summer	Title II
Region I													
New Hampshire													
Rockingham	201,800					788,850							
Hillsborough	219,200					1,489,140							
Region II													
Albany	307,200	82,600	1,738,980										
Rockingham	98,200	79,800	752,580										
Saratoga	130,000	88,200	528,300										
Schenectady	76,900	82,400	715,410										
Erie	248,900	414,400	2,316,760										
Niagara	193,400	619,600	1,163,353										
Broome	242,400	97,000	1,608,660										
Chemung	158,200	122,000	499,680										
Rockland	76,500	51,000	726,411										
Westchester	429,900	77,600	3,086,910										
Nassau	487,600	166,800	5,963,040										
Suffolk	556,000	606,600	3,634,458										
Dutchess	128,900		757,710										
Monroe	553,100	156,000	3,426,390										
Oswego	86,600	210,800	495,294										
Onondaga	62,000		813,600										
Oneida	348,600	383,000	1,706,940										
Chautauque	341,500	75,400	1,359,450										
Orange	83,400	108,000	801,922										
St. Lawrence	89,700	239,600	573,215										
Ulster	64,500	226,600	558,299										
Region III													
Virginia													
Penninsula	424,500	50,600	1,481,310										
Stamps	1,119,600	101,200	4,034,520										
Ramps	713,900		2,123,280										
Henrico	45,500		470,501										
Roanoke	166,200		1,151,370										
Arlington	173,000		650,192										
Fairfax	146,700		1,154,382										
Prince William	90,100		334,800										
Alexandria	120,600		460,260										
Region IV													
Alabama													
Birmingham	876,700	310,200	4,340,880										
Huntsville	214,800	49,200	1,523,250										
Mobile	490,500	155,800	2,439,000										
Montgomery	514,100		1,584,270										
Tuscaloosa	182,300		617,490										
Region V													
Florida													
Volusia	195,900		685,037										
Lee	39,700		379,945										
Alachua	119,300		700,830										
Brevard	275,100	540,200	1,063,758										
Orange	223,900		1,269,630										
Escambia	202,200		922,230										
Sarasota	40,000		369,727										
Pasco	46,100		358,050										
Palm Beach	281,100	324,000	1,662,706										
Heartland	495,900	747,000	1,637,143										
Dade	1,887,100	86,600	7,301,250										
N.E. Fla.	674,200		2,913,210										
Broward	662,900		2,529,450										
Leon/Gadsden	243,000	29,600	701,370										
St. Petersburg	418,600		1,927,288										
Tampa	928,200		3,426,930										
Region VI													
Georgia													
Fulton	107,900		517,007										
DeKalb	239,800		1,259,550										
Cobb	158,600		729,246										
CSRA	369,200	67,400	1,503,540										
Sav./Chatham	229,200		978,480										
Mid-Ga.	318,000		1,308,150										
Columbus	636,800		1,590,660										
Region VII													
Kentucky													
Kenton	91,800	110,200	567,180										
Louisville	934,700	266,400	3,826,080										
Lexington	565,300		1,433,790										
Region VIII													
Mississippi													
Jackson	417,800	33,800	1,726,920										
Region IX													
North Carolina													
Buncombe	258,400		633,150										
Cumberland	577,300		1,046,160										
Gaston	77,000		560,430										
Onslow	52,900		280,650										
Winston-Salem	128,500	71,400	1,502,910										
Raleigh	523,500		1,704,780										
Greensboro	255,900		1,242,630										
Guilford													
Durham	354,500		1,343,880										
Region X													
South Carolina													
Hamilton	43,800		414,532										
Nashville/Davidson	582,900		2,568,870										
Sullivan	144,700		608,580										
Knoxville	562,400		1,944,900										
Memphis	1,140,800	206,200	3,611,880										
Region XI													
Tennessee													
Hamilton	43,800		414,532										
Nashville/Davidson	582,900		2,568,870										
Sullivan	144,700		608,580										
Knoxville	562,400		1,944,900										
Memphis	1,140,800	206,200	3,611,880										
Region XII													
Arkansas													
Little Rock	589,400		2,515,590										
Texarkana	73,300	99,800	509,580										
Region XIII													
Louisiana													
Rapides	221,000	57,400	759,780										
Lafayette	158,800	64,000	703,530										
Calcasieu/Jefferson	297,400	438,400	1,250,100										
Quachita	177,600		771,570										
Jefferson	422,300	232,000	1,797,480										
Baton Rouge	490,600	490,400	1,753,290										
New Orleans	1,269,100	1,435,000	4,540,050										
Region XIV													
Oklahoma													
Comanche	114,400	63,000	478,890										
Oklahoma	265,800		747,360										
Oklahoma City	453,800	168,400	2,713,500										
Tulsa	447,500	100,200	2,820,330										
Region XV													
Texas													
Amarillo	339,900		1,445,850										
Austin	461,900		2,280,690										
Beaumont	331,500	258,800	1,653,120										

(Continued on page 11)

(Continued from page 10)

	FY '74 Title II	FY '75 Title I		Summer	FY '74 Title II	FY '75 Title I		Summer	FY '74 Title II	FY '75 Title I	
	Summer										
Cameron	322,300	313,200	1,158,840	Woodbury	141,700	693,630	<u>South Dakota</u>	594,200		3,622,680	
Corpus Christi Csr.	688,200	322,200	2,599,208	Scott	140,900	451,980					
Dallas	148,300		1,587,330	<u>Kansas</u>			<u>Wyoming</u>	351,300		1,837,260	
El Paso City/	436,700	503,600	2,105,910	Kansas City Csr.	377,200	74,800	2,079,000				
Co. Csr.				Topeka Csr.	203,100	112,400	916,020	<u>Utah</u>	1,405,800	1,516,400	5,994,180
Ft. Worth Csr.	360,600	482,600	2,305,440	Wichita Csr.	457,500	100,600	1,973,250				
Tarrant	79,000		800,568					Region IX			
Galveston	331,700		1,185,390	<u>Missouri</u>							
Harris	211,100		1,356,450	Kansas City Csr.	1,430,000		5,457,960	<u>California</u>		327,000	641,407
Bell Co. Csr.	150,100		885,690	Jefferson Csr.	135,600	342,600	935,010	Butte	77,200	1,011,000	1,874,949
Hidalgo Csr.	509,100	487,800	1,621,530	St. Louis Co.	579,300	339,200	2,791,151	Contra Costa	334,700	37,800	1,743,505
San Antonio Csr.	2,248,300	609,200	7,363,440	<u>Nebraska</u>				Kern	522,800	4,273,200	15,928,124
McLennan Csr.	324,200	53,400	1,536,930	Omaha Csr.	838,200	387,200	3,121,380	Los Angeles	3,850,000		842,066
Wichita Csr.	329,100		1,177,470					Marin	131,500	86,400	734,051
Webb	497,400	287,600	1,188,900	Region VIII				Merced	263,100	260,600	1,218,207
Texarkana	93,100	148,600	870,300					Monterey	379,500	217,600	612,540
				<u>Colorado</u>				San Luis Obispo	169,500	102,600	2,180,922
<u>New Mexico</u>				Arapahoe	38,000		375,897	San Mateo	326,900	136,800	1,235,250
Albuquerque Csr.	350,000	406,000	2,771,910	Jefferson	54,900		554,017	Santa Barbara	322,600	142,800	752,123
				Col. Spgs. Csr.	189,400	90,000	961,290	Santa Cruz	149,900	165,000	794,430
Region VII				Denver Csr.	1,220,800	341,000	4,809,420	Solano	214,300	552,600	1,255,227
				Pueblo Csr.	181,900	117,600	1,084,860	Sonoma	250,300	811,400	1,650,161
<u>Iowa</u>				<u>Montana</u>	721,400	317,000	4,008,420	Stanislaus	260,700	550,400	1,888,633
Des Moines Csr.	402,800	26,800	3,097,350					Ventura	306,800	1,607,200	4,542,800
Cedar Rapids Csr.	58,300		730,800	<u>North Dakota</u>	671,400	186,600	3,465,720	San Diego Csr.	1,607,200	1,032,000	5,801,478
Blackhawk	69,000		608,310					Orange Csr.	757,100		

AMERICAN COUNTIES TODAY

Dear County Official:

We recently expressed the opinion in this column that county governing board members are often full-time officials regardless of the wording in their charters and should be compensated accordingly.

Our friend Circuit Court Clerk Arthur H. Bickwith, Jr. of Seminole County, Florida raises an additional point. In Florida, elected county officials have their compensation controlled by Section 145 of the state code. This is the practice in most states, and Art notes that when the legislature fails to raise salaries of these officials to meet inflation, the officials in effect suffer a cut in purchasing power.

Since county government is the local government of the future, compensation for elected and appointed officials and all county employees should be competitive with salaries paid by other governments and private enterprise for similar work.

We also stick to our original theme that service on most county governing bodies is full time and should be fairly compensated.

Mother of the Year

Curtis Ezelle, Hardee County Florida Tax Collector, has just been named "Mother of the Year" for that county. You read right, Curtis, who is every inch a man, has been both mother and father to his two teen-age children since his wife died.

Curtis, a highly respected and much loved official in NACo and in his state association, was nominated for the award by his daughter Carmen, a sophomore at South Florida Junior College. She started her nominating letter as follows:

"My mother, Virginia Collins Ezelle, died when I was 14 and in the sixth grade of grammar school. He has gotten up at 5:30 a.m. daily for over 20 years, being a good mother and daddy to me and my brother."

Curtis won a dozen red roses for a prize, and he surely deserves them.

Asphalt

Our county engineers did it again. Over 40 percent of NACEers responded to our request for data on their asphalt needs for road construction and maintenance. We found that counties need over 14 million tons — which is greater than the combined federal and state needs. With the data from your responses, we are making a strong case to the Federal Energy Administration on the vital necessity for increasing the asphalt supply.

You can read the details in my letter to Administrator Sawhill, on page 9 of *County News*. We will keep working on the issue here.

Steering Committees

In what is a first for NACo, two steering committees met jointly to discuss an issue. The Health and the Welfare and Social Services Steering Committees last week met at the NACo offices to discuss health insurance and Medicaid proposals and to propose changes to the *American County Platform* and resolutions which will be presented to the Resolutions Committee and then the membership at the annual conference in Miami Beach, July 14-17. This year, for the first time, the Resolutions Committee will meet the first

day, July 14, of the conference. Other steering committees will be meeting in the near future to also discuss what platform changes and resolutions will be presented. Steering committee meetings now scheduled are: Transportation on May 23-24 in San Bernardino, Calif.; Crime and Public Safety in San Francisco, Calif. on May 24; Labor-Management Relations in Denver, Colorado on May 29 and Environment and Energy in Washington on June 7. Other meetings are to be arranged.

Nursing Homes

Many counties operate nursing homes. This is a complex business filled with many problems involving national legislation, federal and local funding and a host of other difficulties. Ed Lobacki, NACo Board member and Commissioner of Hillsboro County, New Hampshire, is particularly interested in the subject and has repeatedly suggested that NACo take the lead in bringing together county officials with similar interests.

So let's. Please give NACo a call or drop a line if you would be interested in a forum or an affiliate that would give you an opportunity to exchange ideas on nursing home management with others similarly involved. We'll take it from there.

New Communications Device

The Federal Affairs Department has acquired a telecopier, and we'd like to hear from those of you who have one in your offices. The telecopier is used for transmitting and receiving short written documents anywhere in the country at the rate of about four minutes per page. It uses an ordinary telephone as the transmitter. This will be handy when a particular item is needed quickly. NACo would like to know which county offices, and particularly state association offices, have a telecopier or are thinking of getting one. Please call Meg Stephens of the NACo staff with the information.

Countian for Congress

St. Louis County Councilman Milton J. (Skip) Bischof has just filed for the 9th District Congressional seat held by U.S. Representative William Hungate (D-Mo.).

**Hillenbrand's
Washington Report
(202) 785-9591**

A Three-Minute Capsule

Sincerely yours,

Bernie Hillenbrand
Bernard F. Hillenbrand
Executive Director

Coming Events

JUNE

6 - 7	Region II Federal Aid Briefing	Happauge, N.Y. Colonie Resort	William Morrissey 516/727-4700
9 - 12	Montana Association of Counties Annual Conference	Missoula, Montana	Dean Zinnecker 406/442-5209
13 - 14	NACo Disaster Management & Funding Conference	Atlanta, Georgia Royal Coach Inn	Charles Wall 202/785-9577
19 - 21	Association of County Commissions of Alabama Annual Conference	Birmingham, Alabama	O.H. Sharpless 205/263-7594
	New Jersey Association of Chosen Freeholders Annual Conference	Camden County, New Jersey Cherry Hill Inn	Jack Lamping 609/394-3467
23 - 27	Pennsylvania State Association of County Commissioners Annual Conference	Hershey, Pennsylvania	C. Robert Budd 717/232-7554
26 - 29	Washington State Association of Counties Annual Conference	Seattle, Washington	Jack Rogers 206/357-5536

JULY

13	NACo/CIC Mid-Year Briefing	Miami Beach, Florida	Fritschler 202/785-9577
14 - 17	NACo National Convention	Miami Beach, Florida	Rod Kendig 202/785-9577
19 - 20	Mississippi Association of Supervisors Annual Conference	Biloxi, Mississippi	601/355-2211
25 - 27	Maryland Association of Counties Annual Conference	Ocean City, Maryland	Joseph J. Mumane 301/268-5884

AUGUST

13 - 16	Michigan Association of Counties Annual Conference	Mackinac Island, Michigan Grand Hotel	A. Barry McGuire 517/372-5374
15 - 18	North Carolina Association of County Commissioners Annual Conference	Winston-Salem, North Carolina Hyatt House	John Morrissey, Sr. 919/832-2893

NACo Staff Contacts

To help people reach the proper person at NACo, a list of contacts and their general areas of responsibility has been compiled.
Telephone: 202/785-9577

Aging Services	Mary Brugger
Bicentennial (ARBA)	Bruce Talley
Child Welfare Services	Mary Brugger
Community Development	John Murphy
County Administration	Rod Kendig
County Finance	John Thomas
Criminal Justice (LEAA)	Donald Murray
Economic Development (EDA)	Jim Evans
Education	Mike Gemmell
Emergency Preparedness	Charles Wall
Energy (FEO) (Tel: 202/254-8550)	Harry Johnson
Environmental Quality (EPA)	Carol Shaskan
Federal Regulations	Carol Shaskan
Grantsmanship	Alicann Fritschler
Health (HEW)	Mike Gemmell
Human Services Integration (Allied Services, OEO)	Al Templeton
Labor-Management	Donald Brezine
Mailing List	Grenda Wiggins
Management Improvement (IPA)	Gary Mann
Manpower (DOL)	Jon Weintraub
Membership	Linda Ganschietz
New County	John Thomas
OEO Legislation	John Murphy
Parks and Recreation (HUD and Interior)	Jim Evans
Planning and Land Use (HUD and Interior)	Jim Evans
Public Information	Dorothy Stimpson
Public Works	Bill Maslin
Publications	Linda Ganschietz
Record Keeping	Florence Zeller
Regionalism	Terry Schutten
Revenue Sharing	Ralph Tabor
Rural Affairs (USDA)	Jim Evans
Solid Waste (EPA)	Roger Bason
States Issues	Bruce Talley
Transportation	Marian Hankerd