

County News

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Energy tax would mean \$3 billion hit

By Ralph Tabor
legislative director

The House Ways and Means Committee approved major tax legislation on May 13 that would impose a new \$3 billion per year energy tax on counties, cities and states. The bill is scheduled for a floor vote this week.

The Joint Congressional Committee on Taxation estimates that state and local governments will pay at least \$9.5 billion or 13 percent of the total revenues gained from the tax over the first five years. The tax is phased-in over a three year period. Once the tax is fully implemented in 1997, states and local government's annual payments increase to \$3 billion.

The NACo Board of Directors adopted a resolution, May 14, urging Congress to respect the traditional standards of reciprocal tax immunity and to exempt counties, states, cities and other local governments from paying the tax.

The resolution points out that the cost of this tax will force local governments to reduce services or increase property taxes, sales taxes and service fees. The result is double taxation of citizens. The burden is particularly onerous at a time when many counties are still experiencing the adverse effects of the recession.

NACo is urging counties to calculate the cost of the new energy tax. The tax will be based on the heat content of different energy sources as measured in British

Thermal Units (Btu). The calculation for determining the amount of the estimated tax is straightforward. (See page 4.)

The chances of amending the bill on the House floor are slim. The tax provisions will be part of a large budget reconciliation bill which includes major authorization changes for Medicare, Medicaid, Social Security, farm subsidies and many other programs. The rule for debating the bill is expected to allow only a few amendments. It mainly will be an up or down vote on the whole reconciliation package.

The big question for the Democratic leadership and President

See COMMITTEE, page 4



Photo by Bev Schlotterbeck

Newly-elected Western Interstate Region (WIR) officers pose with Representative Ed Pastor (D-Ariz.) after Pastor's speech at the WIR Conference, May 14. Conference coverage begins on page 7. Pictured here (l-r): Larry Layton, second vice president, Navajo County, Ariz.; Noel Williams, first vice president, Lincoln County, Mont.; Rep. Pastor; Paul Ohri, immediate past president, Grand County, Colo.; and Bill Coates, president, Plumas County, Calif.

Deadline nears for submitting resolutions

By Ralph Tabor
legislative director

NACo's new resolution process will be fully implemented at the 1993 Annual Conference. It was adopted by the Board of Directors, in November of last year, to clarify the resolutions process and to encourage some consistency among the twelve steering committees.

As a first step, it requires that all new resolutions and platform changes must be submitted 30 days prior to a conference. **That means for the 1993 Annual Conference, resolution and platform changes must arrive at NACo by June 17.** These proposals will be assigned to the appropriate steering committee(s) and mailed to

respective members 14 days prior to the conference. The details of the resolution process is outlined below. Questions can be directed to any member of the NACo legislative staff.

1. Resolution and platform changes must be sent to the steering committee staff person or legislative director at NACo Headquarters 30 days prior to a conference. They should be no more than one page in length and be simply and directly written. For resolutions, the "whereas clauses" should clearly outline the county interest in the particular issue and the "resolved clauses" should specify action by NACo or other entities.

2. Staff, in consultation with the author, shall put the resolution in the proper format and will make preliminary

decisions as to which steering committee(s) to assign the proposed resolution or platform changes.

3. All newly proposed resolutions and platform changes will be mailed to members of the appropriate steering committee 14 days prior to the meeting.

4. If a subcommittee is meeting prior to a steering committee meeting, it should use that opportunity to review resolutions or platforms change and make a recommendation to the full steering committee.

5. The Policy Coordinating Committee, meeting prior to the steering committee meetings, shall address resolutions which cross-cut two or more steering committees.

6. The Policy Coordinating Committee may accept additional resolutions for

referrals to a steering committee that which were not submitted within the 30 day limit, but whose consideration constitutes an emergency.

7. Only resolutions or platform changes submitted to NACo 30 days prior to a conference and those designated as an emergency by the Policy Coordinating Committee will be considered by a steering committee. The chair of the steering committee has the authority to rule on the appropriateness of any the amendments to these resolutions or platform changes.

8. Additional new resolutions or platform changes brought up during a steering committee meeting can be considered only by two-thirds vote of the steering committee members in attendance.

NACo priority on gas tax headed in right direction

by Robert J. Fogel
associate legislative director

One of NACo's legislative priorities for 1993 was included in the budget reconciliation package approved by the House Ways and Means Committee, May 13. This legislation calls for the 2.5 cents in federal gasoline taxes that was dedicated to budget reduction as part of the 1990 budget agreement to be returned to the highway and transit trust fund. The change in law was

"This is an issue of equity and is an important step in achieving a goal of making more funds available for transportation infrastructure."

Andy Warren
Commissioner, Bucks County (Pa.)

supported by the Clinton Administration, which has indicated that it wants to see the highway program fully funded.

The provision in the reconciliation legislation returns the 2.5 cents to the

trust fund effective Oct. 1, 1995, with 2 cents going to the highway trust fund and 0.5 cents to the transit trust fund. The 2.5 cents is also extended through Sept. 30, 1999. It is estimated that \$7.9 billion extra dollars

would flow into the trust fund in that four-year period due to this change and would enable the Intermodal Surface Transportation Act (ISTEA) to be fully funded if Congress decides to do so.

"This is an issue of equity and is an important step in achieving a goal of making more funds available for transportation infrastructure," said Bucks County (Pa.) Commissioner Andy Warren who chairs NACo's Transportation Steering Committee.

See GAS TAX, page 2

INSIDE

□ Across the country, counties are providing special advocates for abused children. *County News* examines at one program.

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□ The Bureau of Land Management (BLM) is getting out of the landfill business and that could mean trouble for counties leasing landfill space.

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NACo urges funding of delinquency prevention title

By Donald Murray
associate legislative director

New Castle County (Del.) Executive Dennis E. Greenhouse, chair of NACo's Justice and Public Safety Steering Committee, urged a House appropriations subcommittee, May 13, to fund Title V, the newly authorized prevention title in the Juvenile Justice and Delinquency Prevention Act (JJDPA).

Citing the potential of the new title to bring major segments of the community together (such as schools, business and government) and to generate new prevention investments from state and local governments, Greenhouse expressed concern that the Administration had failed to request any funds for Title V in the 1994 budget. He called on the committee to appropriate \$30 million for the title by reallocating funds from the Department of Justice's \$11 billion dollar budget.



Photo by Traci Dove

New Castle County (Del.) Executive Dennis Greenhouse (r) talks with Rep. Neal Smith (D-Iowa), chair of the House of Appropriations Subcommittee which heard testimony from Greenhouse on funding the juvenile prevention act title.

Greenhouse noted that the failure to request funds came despite the widely expressed views of Attorney General Janet Reno that we were, as a nation, missing important opportunities for investing in prevention and early intervention activities. Reno has emphasized that prevention ef-

forts must be centered at the community level and that the federal government should assist in that effort.

"It seems apparent that the attorney general's late arrival at the Justice Department did not give her any opportunity to place her imprint on the budget document. But

it is also clear that it would be a serious mistake to delay action on this important initiative any further," he said.

Greenhouse called the committee's attention to the local policy board structure that would be established if the title were implemented. "What is so exciting about the new title is the incentive language to collocate existing services and to encourage states to develop or enhance statewide subsidy programs to local governments which are dedicated to early intervention and delinquency prevention," he said.

The concept of Title V and its community-based prevention boards was based in large part on the very successful Oregon Community Service Act and New York state's youth aid bill. Passed in 1979, and now funded at \$24 million biannually, the Oregon act is widely regarded as the major factor behind the state's success in complying with all JJDPA mandates by

1983. New York state has also had major success in meeting the requirements of the JJDPA.

In the view of many experts, much of New York's success can be directly linked to its \$54 million state and county subsidy (\$27 million state, matched by \$27 million county) that supports a network of city and county youth bureaus throughout the state.

"What is so ironic," Greenhouse continued, "is that while there is a growing realization that it is the community where planning should be centered, the act has not really promoted collaboration at the community level. The only planning requirement in the act is at the state level. Implementing Title V would help rectify this glaring imbalance."

The subcommittee is expected to mark up its appropriation bill in the next two weeks. The Senate will act after the House passes its funding bill.

Proposed Medicaid cuts strike blow to county hospitals

By Thomas L. Joseph III
associate legislative director

County public hospitals found themselves on the cutting block during the House Energy and Commerce reconciliation markup. Under intense pressure to find billions of dollars in savings, the committee decided to tighten the payments made to hospitals serving a disproportionate number of poor or Medicaid patients.

Committee members cited abuses by some states which receive enhanced federal Medicaid payments above the costs of providing care. Amendments were added to cap or limit state payments at FY93 levels.

Depending on their particular program, some counties view this as the end of their intergovernmental transfer program or other mechanisms for disproportionate share hospital payments. Strong objections and concerns were raised by California, Texas, Louisiana and Georgia.

While there may be some attempts to rectify some of the concerns during the reconciliation conference committee, the debate underscores a renewed congressional concern over the ways state and county governments raise funds to match Medicaid.

During the markup, programs serving children and the elderly

...the debate underscores a renewed congressional concern over the ways state and county governments raise funds to match Medicaid.

were also debated. The committee passed a Clinton proposal to create an entitlement to immunizations for Medicaid recipients and the uninsured. In addition, \$326 million was authorized to expand outreach services and extend clinic hours. Also approved was \$50 million to create tracking systems to determine if children have been immunized.

In the face of strong Republican opposition, the president dropped his more sweeping proposal for the federal government to purchase all childhood vaccines so that immunizations would be free for all children.

Intense debate occurred over eligibility of older Americans to qualify for Medicaid coverage of nursing home care. At issue is the extent to which middle- and upper-income individuals shelter or transfer their assets to become Medicaid eligible and the resulting drain on the Federal treasury for care the individual could afford to

pay personally.

The amendments, which passed at the subcommittee by a bipartisan vote of 17-9, were loosened at the full committee. Subcommittee amendments included requiring individuals who transferred assets at

less than fair market value 30 months before going into a long-term care facility to pay all costs up to the transferred amount. Another provision would have required states to recover Medicaid expenses from the estates of the ben-

eficiary.

These three issues, disproportionate share payments, immunizations and Medicaid estate planning, are also likely to be the health focus during the Senate's reconciliation process.

NACo endorses Administration's funding levels for HOME program

By Haron N. Battle
associate legislative director

In testimony before a Senate subcommittee examining the Administration's FY94 funding levels for the Community Development Block Grant (CDBG) and HOME Investment Partnership programs, Walter Webdale, director of the Housing and Community Development for Fairfax County, Va., stressed local governments' strong support of the HOME program which helps communities leverage public and private resources for affordable housing.

Citing HUD data on the leveraging factor, Webdale indicated that, on average, HOME costs the federal government less than \$15,000 per unit. Webdale said that as a result of refinements made to the program in the Housing and Community Development Act of 1992, considerably more communities have committed their HOME funds for rental and home ownership properties.

More than half of the funds are being used for rental housing — a congressional goal. Four thousand HOME projects are now under way and 1,500 already have been com-

pleted, he said.

In addition to describing HOME activities he administers in Fairfax County, Webdale used Pinellas County, Fla. as an example of how the HOME program can be used for deferred payments or reduced interest loans to assist with down payments, closing costs, rehabilitation and soft costs associated with affordable rental housing developments.

Webdale expressed concern over the Administration's proposal to shift \$200 million in FY94 HOME funds to comprehensive programs for the homeless. He indicated that while local governments support full funding for the McKinney Homeless Assistance programs, they oppose doing so by reducing the \$1.6 billion budget request for HOME.

Referring to the misrepresentations of CDBG projects during the debate over the president's economic stimulus plan, Webdale stressed that 90 percent of CDBG expenditures are for projects that benefit low- and moderate-income citizens. Thirty-six percent of CDBG funds are used for housing-related activities, 25 percent for public works, 10 percent for economic development and public services, and the balance for acquisition, clearance and relocation activities and program planning and administration, he said.

Webdale concluded by articulating the critical role HOME and CDBG play in fulfilling the nation's commitment to housing every American in a suitable living environment.

GAS TAX from page 1

NACo had opposed using gasoline tax money for deficit reduction purposes in the 1990 budget debate on the grounds that all funds raised from the gasoline tax should be used for transportation purposes only. The problem became more serious when the U.S. General Accounting Office estimated recently that by 1995 there would not be enough funds in the

trust fund to fully fund the ISTEA program.

The next step in the process is for the full House to consider the entire reconciliation bill. The Senate Finance Committee will be considering a reconciliation package during the week of May 24. NACo will urge that a similar gasoline tax provision be included.

County News invites Letters to the Editor

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

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



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

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

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

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

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

REGISTRATION FEES:
 Check box that applies

Member county attendee
 Non-member county attendee
 Other government attendee
 Other private sector
 Spouse
 Youth

Early Bird
 postmarked
 by 5/28

\$245
 \$295
 \$295
 \$320
 \$50
 \$30

Advance
 postmarked after
 5/28 & ON SITE

\$275
 \$345
 \$345
 \$370
 \$50
 \$30

AFFILIATE INFORMATION - Check box that applies

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

TOTAL

\$ _____

\$ _____

POLITICAL AFFILIATION

Republican Democrat Independent

Spouse Full Name _____ Youth Full Name(s) _____

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

CREDIT CARD INFORMATION: (Check one) VISA MasterCard

Card # _____ Exp Date: _____

Cardholder's Name: _____ Signature: _____

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

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

HOTEL RESERVATION

HOUSING REGISTRATION - Housing reservations must be made by completing this form. Note: Please do not send housing deposit with conference registration payments

Room Reservation Name _____ Arrival Date ____/____/____ AM
 PM

Roommate Name _____ Departure Date ____/____/____ AM
 PM

Do you have a special housing request? _____ Arrival Date ____/____/____ AM
 PM

Please describe any special disability or handicap needs: _____

PLEASE CHECK YOUR DESIRED HOTEL

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

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

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

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

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

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

- Guarantee your room:** Complete credit card authorization, the hotel will send confirmation of your reservation within two weeks of receipt.
- Reserve your room:** Indicate housing needs above. We will notify the hotel of your reservation. The hotel will send you confirmation of your reservation and request payment made directly to them. Your reservation will be guaranteed once the hotel receives a one night's deposit.

CREDIT CARD AUTHORIZATION MasterCard Visa American Express

Card Number _____ Exp. Date _____

Cardholder's Name _____

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

California coalition marches against property tax grab

An unprecedented coalition of counties, business, taxpayer and community-based organizations, cities, special districts and labor unions unleashed a "Citizen's Siege on Sacramento" May 19 to protest Governor Pete Wilson's plan to shift \$2.6 billion in local property taxes away from local governments.

Chanting "Stop the tax grab," an estimated 2,000-3,000 people from across the state marched to the Capitol for a 90-minute rally that featured a long list of speakers representing a diverse group of interests.

Alameda County Supervisor Keith Carson, who led the rally, told the crowd, "There are already

1.3 million Californians unemployed. If Governor Wilson is successful in taking away our local dollars, Alameda County will have to lay off another 1,500 workers, and in cities and counties statewide, 55,000 people will lose their jobs."

A resident of Los Angeles County recounted her recent experience with an attempted carjacking, telling the crowd that when she drove from the scene to a sheriff's station, it was closed — a result of reduced hours of operation due to cuts in the county's budget.

After presentations by representatives of the California Building Industry Association, local cham-

bers of commerce, the AFL-CIO and others, Contra Costa County Supervisors Sunne McPeak and Tom Torlakson — dressed as Revolutionary War minutemen — brought the rally to a close with a Boston Tea Party skit. "Look out, the state is coming!," warned Paul Revere (Torlakson). "Hold on to your wallets."

"We need long-term solutions not wholesale gutting of services."

Contra Costa County Supervisor Torlakson

The event was sponsored by the Association of Bay Area Governments (ABAG) which kicked off the "fight-back" in March campaign by adopting a resolution calling on the governor and legislature to stop raiding local tax dollars, and for cities and counties to keep local taxes for local services.

To date, 71 cities, 25 counties and five councils of governments in California have joined the effort by adopting resolutions or ordinances to stop the state from taking locally raised property taxes.

"Taking away \$2.6 billion from local governments on top of \$1.3 billion from last year's budget is

bad public policy," said Torlakson, who is also the vice-president of ABAG. "It adds to the unemployment rolls while cutting basic criminal justice, public safety, health and social services at a time when they're needed most. This will have a ripple effect on the state's economic climate. That's why the business community is with us in this campaign."

"We need long-term solutions not wholesale gutting of services," Torlakson added. "The public is fed up with illusory quick fixes. We must work together or we're doing a disservice to the taxpayers of California."

COMMITTEE from page 1

Clinton is whether enough Democratic representatives can be kept in line to approve the rule and to pass the package. All Republican representatives are expected to vote against the legislation. As *County News* goes to press, the outcome of the vote is not clear. A number of Democrats remain concerned about the amount of tax increases compared to spending cuts. The leadership claims it has the votes.

Senate Action

The Senate Finance Committee is expected to wait until after the Memorial Day Recess (May 28-June 7) to start debating the tax portion of the reconciliation bill.

NACo, along with other state and local organizations, is meeting with the staff of senators on the finance committee to urge an exemption from the energy tax. NACo is suggesting that dropping President Clinton's proposed investment tax credits would free up more than \$30 billion to offset state and local government's estimated \$9.5 billion energy tax payments. The Ways and Means Committee dropped investment tax credits but used the revenues for other corporate write-offs.

The finance committee has eleven Democrats to nine Republican members. Three of the Democratic members — Senator David L. Boren (D-Okla.); Senator John B. Breaux (D-La.) and Senator Kent Conrad (D-N.D.) — have stated their opposition to the proposed energy tax. If Republican senators vote against the tax, it will be difficult to get a majority unless significant changes are made.

NACo is urging counties to send copies of their energy tax cost estimate to all members of their Congressional delegation. It particularly is important to contact Senators on the finance committee (see above) and urge them to support exemption of counties, states, cities and other local governments from the energy tax.

Bond Provisions

The legislation approved by the Ways and Means Committee also contains provisions recommended

by President Clinton to permanently authorize small issue development and mortgage revenue bonds and tax credits for low income housing and targeted jobs programs.

Other tax exempt bond provisions proposed by NACo and other governmental groups were not included in the legislation. The proposals include:

- modification of the arbitrage rebate requirement;
- modification of current private use tests;
- increase in the small-issuer bank deduction;
- indexation of state volume caps; and
- permitting advance refunding of bonds in limited cases.

Senate Finance Committee

Democrats

Daniel P. Moynihan, N.Y. (Chair)
Max Baucus, Mont.
David L. Boren, Okla.
Bill Bradley, N.J.
George J. Mitchell, Maine
David Pryor, Ark.
Donald W. Riegle, Jr., Mich.
John D. Rockefeller IV, W.Va.
Thomas A. Daschle, S.D.
John B. Breaux, La.
Kent Conrad, N.D.

Republicans

Bob Packwood, Ore. (Ranking Member)
Bob Dole, Kan.
William V. Roth, Jr., Del.
John C. Danforth, Mo.
John H. Chafee, R.I.
Dave Durenberger, Minn.
Charles E. Grassley, Iowa
Orrin G. Hatch, Utah
Malcolm Wallop, Wyo.

How to Determine Btu Tax

In calculating the cost of the proposed energy tax, you need to determine the amount of energy used by your county and then convert energy units to British Thermal Units (Btu). The table below shows the Btu content for energy resources subject to the tax. After you have determined the converted MMBtu (1 million Btu's), multiply it by the basic Btu tax rate (\$0.268 per MMBtu). For petroleum products, add a supplemental tax of \$0.342 per MMBtu.

For example, if your county purchased 50,000 gallons of gasoline, the tax would be 50,000 gal x 0.125 x (\$0.268 + \$0.342) = \$3,812.50

Btu CONVERSION FACTORS

Energy Resources	Unit	Heat Content MMBtu*Unit
Propane	gal	0.0915
Gasoline	gal	0.125
Kerosene	gal	0.136
Diesel	gal	0.13869
Distillate (#2)	gal	0.13869
Residual (#6)	gal	0.150
Coal	tons	24.0
Natural Gas	ccf*	0.1024
Electricity	MWH*	3.412

*MMBtu = 1 million Btus

*ccf = 100 cubic feet

*MWH (Megawatt hour) = 1,000 kilowatt hours

NACo ON THE MOVE

◆ Representative Ralph M. Hall (D-Texas) met with Executive Director **Larry Naake** and Associate Legislative Director **Tom Joseph**, May 5, on health care reform. Hall sits on the House Energy and Commerce Committee, which has jurisdiction over health issues.

◆ Officials from the National Performance Review Project met with members of the NACo staff, May 10, to gather information on innovative, cost-efficient county programs and procedures. The goal of the project, which is overseen by Vice President Al Gore, is to examine federal government operations and come up with a blueprint for making government work better for less money.

◆ Project Director **Sandy Markwood** helped judge entrants for the City Livability Awards, May 4. Sponsored by the U.S. Conference of Mayors (USCM), the award will be presented to the mayors of 10 cities/counties at the USCM annual conference in June. Winners are chosen for their mayoral leadership in developing city programs that contribute to the quality of life of the urban environment.

◆ Over the last few weeks, Associate Legislative Director **Bob Fogel** met with several members of the freshman class of the 103rd Congress, including Representatives Albert Wynn (D-Md.), Paul McHale (D-Pa.) and Ron Klink (D-Pa.), to introduce them to NACo and its policies. Fogel also met with freshmen staff of Representatives Michael Castle (R-Del.), Roscoe Bartlett (D-Md.) and Tim Holden (D-Pa.). In a meeting with Senator Conrad Burns (R-Mont.), telecommunications issues were discussed.

County News

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

NACo President: **John H. Stroger, Jr.**
Publisher: **Larry Naake**
Public Affairs Director: **G. Thomas Goodman**

Editor: **Beverly Anne Schlotterbeck**

Editorial Staff:

Jill Conley, reporter **Susan D. Grubb, reporter**
Jay Sevidal, graphic artist

Advertising Staff:

Al Junge, Coy & Associates, national accounts representative
55 Forest St., Stamford, CT 06901
203/327-4626 • FAX 203/359-9266
Hallie Townsend, Job Market representative
202/942-4256 • FAX 202/393-2630

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Special advocate program gives kids a voice in court

By Jill Conley
staff writer

Virginia Rudloff was looking for a volunteer experience "that had a little meat to it" when a friend told her about the Ramsey County (Minn.) Guardian ad Litem Program — a program established by the Juvenile and Family Court to address the "best interests" of children involved in the court system.

Through the program, judges appoint volunteer guardians to advocate for children when there are allegations of child abuse, child neglect or domestic violence in a child's family. "Ad Litem" is Latin, and means "for the case" or "through litigation."

After completing an intensive 40-hour training seminar and being sworn in by a judge, Rudloff became a voice for children, charged with making recommendations to the court about a child's future independent of parents, social workers or attorneys.

Her first case was perhaps the toughest she has had in seven years as a volunteer guardian. A two-year-old boy had been severely beaten by his mother's boyfriend over a five-day period. The abuse resulted in brain damage. The case ultimately ended in the termination of motherhood rights and the child

remained with the foster family with whom he had originally been placed — a decision consistent with Rudloff's recommendation to the court.

Rudloff and her fellow guardians ad Litem base their recommendations on information they gather from family members, neighbors, teachers, social workers, health care providers — virtually anyone involved with a child. They also have regular contact with the children until cases are permanently resolved.

"The first thing I do is notify everyone who sees the child that I have been assigned to the case," says Rudloff. "I explain my role as a guardian ad Litem and I always ask, 'What do you think is best for this child?'"

Volunteers do not replace social workers. They are, rather, independent appointees of the court. And where social workers may be required to represent families, working toward reuniting children with their birth families, guardians ad Litem represent only the children, investigating cases and making recommendations independent of agency restrictions.

In addition, where social workers may work on as many as 60-90 cases at a time, volunteers generally do not carry more than one or two cases. This enables them to devote



more time to individual cases which often expedites the process of returning children to their families or freeing them up for adoption.

"The volunteer child advocate is the only person involved in the case who speaks just for the child," says Jo Prouty who has been the director of the Ramsey County program for the past six-and-a-half years. "Everybody else has an agenda." She continued, "What volunteers bring to a case is a distance from the system, which is generally so overloaded it can only respond to crises. That distance is very helpful."

Prouty and four full-time staff members recruit, train, support and

See *GUARDIANS*, next page

Speaking up for children

The Ramsey County Guardian ad Litem Program is based on a national model developed by the National Court Appointed Special Advocates (CASA) Association.

In 1976, David Soukup, then a Superior Court judge and chairperson of the Juvenile Court Judges Committee in King County, Wash., identified a recurring problem in his courtroom: In cases that involved the placement of children, even though many different points of view were expressed, he didn't always feel that he had sufficient information to "make the right decision."

In an effort to ensure that he and other judges would get all the facts pertaining to the long-term welfare of children involved in court cases, he obtained funding to recruit and train community volunteers to step into courtrooms on behalf of children.

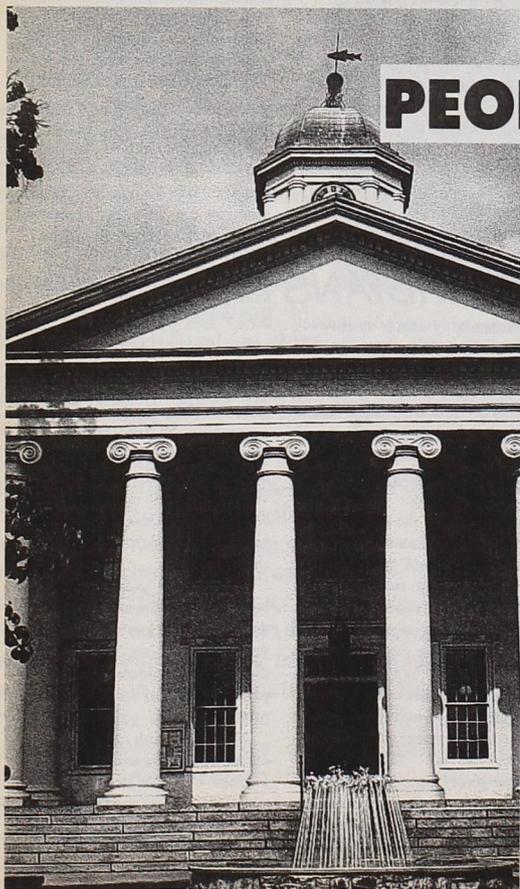
The following year the CASA concept was implemented in Seattle as a pilot program, providing 110 trained CASA volunteers for 498 children in 376 dependency cases.

Since its creation in 1977, CASA has had a dramatic impact on the nation's court system. There are now 531 CASA programs in all 50 states that use more than 30,000 volunteers who help an estimated 25 percent of the nation's neglected and abused children in dependency proceedings. In 1992, they worked with approximately 100,000 children.

CASA programs are known by a variety of names, including Guardian ad Litem programs, ProKids, Child Advocates, Inc., FOCAS and Voices for Children. New programs start up at a rate of about four per month.

The National CASA Association is a non-profit organization that represents and serves local programs. It also provides technical assistance, promotional packages, national advisory boards, lobbying for children's rights, and educational materials and conferences on related subjects.

If you would like more information on CASA programs, write to: The National CASA Association, 2722 Eastlake Ave., E., Suite 220, Seattle, WA 98102, or call 206/328-8588.



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R&PP Act landfills are becoming environmental liabilities

By Barry Conaty
Cutler & Stanfield

As a result of ever-increasing environmental liabilities, the U.S. Department of the Interior is intent on getting out of the landfill business, and this poses significant problems for those counties in the western United States which operate, or have ever operated, solid waste disposal facilities on public lands leased under the Recreation and Public Purposes Act (R&PP Act).

If you have not already, you soon may be hearing the term "CERCLA" or "Superfund" mentioned in conjunction with an active or inactive (and long-forgotten) R&PP Act landfill operated by your county.

Since 1954, the Interior Department, principally through the Bureau of Land Management, has made waste disposal sites available to counties and municipalities at very low cost through leases and patents of federal public lands under the R&PP Act. The program was intended to address the pervasive problem of "midnight" or "desert" dumping on the public lands by providing land to local communities for consolidated waste disposal facilities.

BLM estimates that there are nearly 400 active leased landfill sites on BLM-administered public lands authorized under the R&PP Act. An additional 150 landfill sites have been patented, or turned over, to local governments under the statute. Further, the Interior Department has indicated that there exist several hundred known unauthorized landfill sites on BLM-managed lands.

Finally, while estimates vary widely, there may be upwards of 3,000 inactive landfill sites located on federal public lands that historically were leased and operated by counties and municipalities.

Until the '70s, the operation of sanitary landfills was largely unregulated. Consequently, many active and inactive R&PP Act landfills are sited in environmentally unsuitable locations (e.g., floodplains), are not equipped with engineered environmental safeguards (e.g., liner systems), and were used for years for the disposal of industrial and hazardous waste.

During the '70s, minimum requirements for the siting, design and operation of solid waste disposal facilities such as R&PP Act landfills were established by the EPA as well as state and local regulatory authorities.

In the same decade, BLM began including in R&PP Act leases more strict requirements regarding the operation of R&PP Act landfills. For example, the disposal of "hazardous" or "toxic" wastes was prohibited. As recently as 1991, however, the Interior Department's



Inspector General acknowledged that many R&PP Act landfills have been operated in violation of many regulatory requirements and lease stipulations.

The bottom line is that there exist probably hundreds of active and inactive R&PP Act landfills which pose potentially significant environmental contamination problems.

The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), better known as "Superfund," makes the "owner" of R&PP Act landfill sites (i.e., the federal government, in the case of leased sites) strictly liable for the costs of cleaning up such contamination. CERCLA also, however, renders the "operators" of such facilities (e.g., lessee counties) liable as well, and gives the Interior Department, as well as other parties, the statutory right to sue such counties for cleanup costs.

In a report issued in March of this year, the Interior Department's Inspector General predicted that the eventual cost to the department for the evaluation and cleanup of sites such as contaminated R&PP Act landfills "could be hundreds of millions or billions of dollars."

BLM, EPA and state environmental protection agencies have begun to address environmental contamination concerns at numerous R&PP Act landfill sites, but such sites probably represent only the tip of the iceberg, or the top of the heap, of sites that present environmental hazards.

The Interior Department may be expected to look to R&PP Act landfill operators such as counties and municipalities to shoulder the enormous costs associated with the investigation and cleanup of such facilities.

As if Superfund liability were not enough to contend with, effective in October of this year, the owner (i.e., the Interior Department) and operators (i.e., lessee counties) of leased active R&PP Act municipal solid waste landfills must begin complying with a comprehensive new regulatory program established by EPA under Subtitle D of the Resource Conservation and Recovery Act (RCRA).

The new regulations include requirements governing the location, design, operation, closure and post-closure care of landfills; requirements for groundwater monitoring and corrective action for contamination caused by landfills; and mechanisms to ensure the financial ability of landfill owners and operators to carry out the mandated closure and post-closure requirements. Notably, landfill units that stop receiving waste before October are exempt from all of the new regulations except the final cover requirement.

Because of Superfund liability concerns and the imminent implementation of the new RCRA landfill regulations, the Interior Department is committed to getting out of the landfill business as quickly as possible.

R&PP Act leases, which previously have been renewed for long terms as a matter of course, now may be renewed only on a yearly basis, and only for the purpose of "actively pursuing closure of the site or a patent."

There are several tasks which counties should perform to begin the process of addressing liability issues associated with the operation of county R&PP Act landfills:

- Determine whether your county is, or ever was, the lessee of a landfill site under the R&PP Act or any other statutory authority. Although many of these sites were "closed" in the '70s, counties still may hold forgotten long-term leases eases.

- Refer the matter to county legal counsel. R&PP Act landfills present significant environmental liability issues which require analysis by legal counsel. County legal counsel should evaluate the county's potential legal exposure associated with the landfill and work with appropriate county personnel to develop a strategy to address such liabilities.

- County legal counsel should gather and review all available records regarding the landfill site from county, Interior Department, and state and local agency files. Even with respect to a "closed" and abandoned landfill, information in records such as old operating logs, for example, may identify other

"potentially responsible parties" (e.g., contract landfill operators or disposers of hazardous or toxic waste) should the cleanup of the landfill be required in the future.

- Identify whether the landfill is on the Federal Agency Hazardous Waste Compliance Docket by telephoning the Docket Hotline at 1-800-548-1016. There are nearly 150 landfills and dump sites located on BLM-administered public lands that currently are included on the docket, and many more will be included in the near future.

Under Superfund, if an R&PP Act landfill site is on the Docket, it may be headed for inclusion on the National Priorities List (NPL) (i.e., the Superfund list) and an extremely expensive cleanup.

Your county may be able to avoid this by acting promptly, in cooperation with the Interior Department, to address environmental contamination concerns associated with the active or inactive landfill.

- Determine the Superfund status of the landfill site. Has the Interior Department or EPA performed, or are they scheduled to perform, a preliminary assessment or site inspection?

The reported results of all such investigations should be evaluated by county personnel or retained experts from both a technical and legal perspective.

Again, if the site is not yet on the NPL, it may be possible to avoid an expensive Superfund cleanup by working with the Interior Department to resolve environmental problems at the landfill.

- In 1989, BLM initiated a program to conduct "regulatory compliance audits" of all currently-leased R&PP Act landfill sites. The legal analysis included in such au-

dit reports may be inaccurate or incomplete.

Accordingly, counties should independently assess the compliance of active and inactive leased R&PP Act landfill sites with all federal, state and local solid waste management requirements.

- Prepare for the fact that your R&PP Act landfill lease will not be "rolled over" when it next comes up for renewal. Lease close-out provisions may impose substantial environmental site investigation and cleanup activities before handing the site back to the Interior Department.

Securing the outright conveyance of the site, whether for ongoing use as a landfill or for another public or recreational use, may be another option.

Amendments to the R&PP Act enacted in 1988 authorize the Interior Department to convert existing R&PP Act leases into patents, but only after an environmental site investigation establishes that the landfill does not threaten human health and the environment.

Your county should evaluate carefully the cost and liability pros and cons associated with giving back the landfill site to the federal government versus seeking a patent for the site before embarking upon either course of action.

In conclusion, your county's active or inactive R&PP Act landfill increasingly may pose significant environmental-related liability problems. By addressing such problems sooner rather than later (i.e., after your landfill is a Superfund site) your county may be able to realize substantial cost savings.

(Cutler & Stanfield is a Washington, D.C.-based environmental and land use law firm that represents public and private sector clients.)

GUARDIANS

from previous page

supervise volunteers in Ramsey County. Currently there are 134 volunteers serving the program. Most hold full-time jobs. "Our volunteers arrange their work schedules so they can come to court," Prouty says, but most of their work is done in the evening, on weekends and over the phone.

During 1992, the program provided child advocates for 940 children, with most of the volunteers averaging about two cases per year. "We don't load our volunteers with a lot of cases. Each child is special and the case gets the attention it needs. We want our volunteers to be fresh, committed and have the time to make a difference toward a permanent solution," says Prouty.

The work that volunteers perform can be challenging on many levels. "We have choices to make and options are limited. But we have to believe that we are advocating for the best we can get for chil-

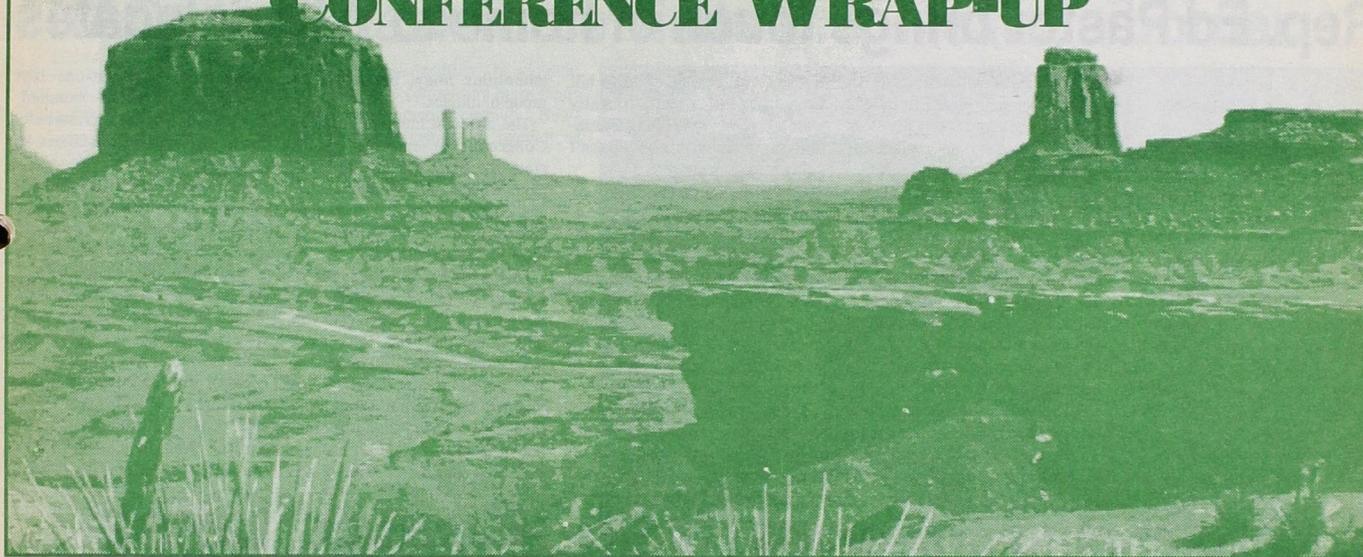
dren," says Prouty. "The judge makes the final decision, but we make the recommendations."

Prouty discourages her volunteers from becoming counselors or companions to the children they work with. "It's hard to be objective when you are emotionally involved. And, it is not fair to the children to set them up for the loss of a primary adult in their lives," she explained.

"Sometimes you feel yourself becoming emotionally involved or drained, but you know that can cloud your vision," says Rudloff. "At those times, volunteers really depend on support from within the program."

While the work can be taxing, it clearly has its rewards, according to Rudloff. "We've all watched horrible news stories about child abuse and neglect and felt helpless," she said. "A program like this gives you an opportunity to do something about it."

WESTERN INTERSTATE REGION CONFERENCE WRAP-UP



County News, May 24, 1993

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Ecosystem management: New Age in the West

By Beverly A. Schlotterbeck
editor

"Ecosystem management" — nobody really knows how it will work, but everybody was talking about it at the Western Interstate Region (WIR) Conference. It's the latest buzzword among Forest Service and Bureau of Land Management staff. The new Administration in Washington has fixed on this approach to caring for the country's public lands like a hawk eyes a rabbit.

The phrase trips easily off the tongues of environmentalists, as well, who welcome its promise as a wedge between logging, or mining or ranching interests and preservation efforts. However it works, ecosystem management's impact will be felt most heavily in the rural communities of the West.

Ann Bartuska, director of ecosystem management at the Forest Service, was on hand at the WIR Conference, one of four panelists who explored the ramifications of the term during

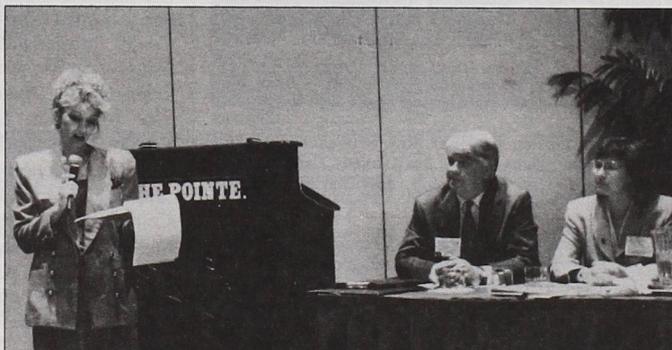


Photo by Beverly A. Schlotterbeck

Idaho State Legislator Judi Danielson discusses her interpretation of "ecosystem management" as workshop moderator, Dave Schmidt, Linn County, Ore. and panelist, Ann Bartuska, U.S. Forest Service look on.

Ecosystem management, first and foremost, is not a new program

Ann Bartuska
director of ecosystem management
Forest Service

an early morning workshop.

Ecosystem management, first and foremost, is not a new program, Bartuska emphasized, but rather a policy that will pervade every action taken by the Forest Service. "Ecosystem management means taking an ecological approach, looking at all the pieces on the land and how they interconnect," she explained.

Ecosystem management will not replace the multiple-use principle that now guides public land policy, Bartuska said. Instead, ecosystem management will embrace the notion of multiple-use by blending the needs of the people and environmental values in such a way that national forests and grasslands will represent diverse, healthy, productive and

sustainable ecosystems. "People are now in the picture. People are part of ecosystems. They are shaped by them and shape them, as well," she said.

Admittedly, the concept is a complex one, Bartuska said. "How do you match people's needs with that of the wildlife [in an ecosystem] — not only for the people, but for the long term of both?"

Bartuska also admitted that no one knows what ecosystem management means to the total output of national forests — an especially critical issue since many communities in the West rely on timber conversion for their economic base. Clearly, she said, there needs to be better teamwork between the management and research sides of the agency.

Also, clearly needed is partnership and participation between federal agencies and local communities. "We need to bring people into the process earlier than we have. We need to bring them in before we decide what an ecosystem will look like," Bartuska told delegates.



WESTERN INTERSTATE REGION CONFERENCE WRAP-UP

Rep. Ed Pastor brings touch of home to WIR delegates

By Beverly Schlotterbeck
editor

For delegates at the WIR Conference's Friday luncheon, listening to the main speaker was like being in the company of a favorite uncle. Representative Ed Pastor (D-Ariz.), member of the 102nd Congress' freshman class and former Maricopa County supervisor, regaled the lunch crowd delegates with tales of his transition from the courthouse to Capitol Hill and his observations on Congress' inner dynamics.

Pastor, who first won election to Congress in 1991, told delegates he

is often asked what it's like in Washington and usually responds with a story about a son who was being scolded by his mother for refusing to go to church.

"I don't want to go church," the son says. "But you have to," the mother replies. "No, I don't," the son insists. "They don't like me. And I don't like them." "Yes, you do," the mother counters, "and I'll tell you why. First of all, you're 40 years old. But most of all, the reason you have to go to church is because you're the preacher."

There were many mornings, Pastor said, when he didn't want to go.

"My third vote as a congressman in October of 1991 was to close the

House Bank. It was all down hill from there for a year. It really wasn't fun. We were doing legislation that we knew probably wasn't going to go anywhere."

However, things began to look up with the election of a new Administration. "December of '92 was the first time in history that Congress came in early to organize itself," Pastor said. "And by January '93 the atmosphere was completely different. We felt that we were ending gridlock. We were here to do whatever Bill wants."

Doing "whatever Bill wants" has proven more difficult than expected, Pastor acknowledged, mostly because Congress is not a

monolithic body, but rather "a group of cliques."

The different interest groups in Congress, conservative Democrats, the Black Caucus, the Hispanic Caucus, the Women's Caucus, "determine what will pass or what will be brought before Congress," Pastor explained.

On the issue of campaign reform, for instance, Pastor pointed out that if you eliminate PACs, you will hurt Democrats who come from poorer districts, usually Hispanic or African-American members, so they will oppose your efforts. And if you propose eliminating the practice of bundling, you have women members opposed because of the

success of organizations like EMILY's List which 'bundled' many small contributions into hefty donations for female candidates, he explained.

But is this the kind of conflict that separates a county supervisor from a U.S. congressman? Not necessarily, Pastor might say.

"The difference between being a supervisor and being a congressman is that in Maricopa County there were five supervisors and in the House there are 435 people. In the county, I only needed three votes. In the House I need 222 votes," Pastor said. And as an afterthought, he added, "And in Congress I've learned to use a lot more Chapstick."

Local planning preserves culture

Howard Hutchinson is a lean, intense man who eschews the popular advice that public lands counties should diversify their economies by attracting tourism to their areas. He also has few kind words for people who wish to preserve wilderness environments and even fewer kind words for federal lands management practices.

Hutchinson, a member of Catron County, New Mexico's Land Planning Committee, spoke during WIR's Second General Session on "Federal vs. Local Planning" and quickly established a rapport with his audience when he said that the cumulative effect of all the federal agencies is devastating the counties of the West.

He also questioned the common notion that there is conflict between



Photo by Beverly A. Schlotterbeck

(l-r) Friday General Session panelists: Ray Brubaker, Wyoming director, Bureau of Land Management; Jon Kennedy, Forest Service, Howard Hutchinson, Catron County, N.M.; and Charles Lennahan, attorney, Department of Agriculture.

preserving the environment and developing or sustaining an economy. "The equation is not environment versus economics, but environment equals

economics," he said, explaining that "without healthy economies, you don't

See HUTCHINSON, page 9

Forest chief backs development

By Beverly A. Schlotterbeck
editor

U.S. Forest Chief Dale Robertson — as he usually does at WIR conferences — promised better cooperation between his agency and local governments. But this time, both he and the western states' public lands counties are faced with a new management team out of Washington, one far more sensitive to ecological concerns than its predecessors.

Robertson, who was the featured speaker at WIR's opening session, May 13, in Maricopa County, Ariz., reassured delegates that, despite the new Administration in Washington, some things would remain the same. "You're still going to be dealing with career, professional people at the local level. If anything, relationships will be strengthened."

However, the new public lands' managers — Interior Secretary

Bruce Babbitt and Agriculture Secretary Mike Espy — have begun changing the rules about public lands management. Robertson listed last month's "Spotted Owl Summit," potential changes in grazing policies and fees, a proposed revision of the 1872 mining law and controversy over below-cost timber sales in the national forests as clear markers that things are changing. "The rest of the world is losing patience with land management agencies," he observed.

For their part, however, Robertson said the land management agencies, especially the Forest Service, is committed to includ-



Photo by Beverly A. Schlotterbeck

(l-r) Commissioner Lawrence Gadeski, Callan County, Wash. and Major Miller, Crook County, Wyo., discuss timber policy with U.S. Forest Service Chief Dale Robertson after his speech at the Opening General Session.

ing people in the new ecosystem approach to managing the nation's public lands. "Rural economic development needs to be put beside sustainable development," he assured delegates.

Coates takes over WIR reins

Delegates to the WIR elected a new slate of officers, Friday, May 14. They are: Supervisor Bill Coates, president, Plumas County, Calif.; Commissioner Noel Williams, first vice president, Lincoln County, Mont.; and Supervisor Larry Layton, second vice president, Navajo County, Ariz. Immediate Past President Paul Ohri, Grand County (Colo.) commissioner, will continue to serve as a WIR board member.

The new officers will take the reins of the 16-year old NACo affiliate, first formed in 1977 after passage of Payment-In-Lieu-of-Taxes (PILT) legislation in 1976.

WIR has its roots in two predecessor organizations, the Association of Public Lands Counties (APLC) and the Western Region District.

APLC was formed in the early '60s to press Congress for a program that would compensate counties for the vast amounts of federally-owned, tax-exempt lands located in the western states. Later, a similar group of county officials, whose counties were NACo members,

banded together under the NACo umbrella as the Western Region District. Both groups worked together for the passage of PILT legislation and merged into WIR in 1977.

Today, WIR members face new challenges. Public pressure for preserving wilderness or saving endangered species may originate in America's highly urbanized coastal areas, but its impact presses most painfully on the "public lands" counties of WIR, some 436 of them in the western United States, Alaska and Hawaii.

In these counties, national parks, forests, wilderness preserves or grasslands — i.e., "public lands" — can account for up to 90 percent of a county's land mass. County budgets, economic bases and subsequent community stability are dependent, in large measure, upon federal land policies and reimbursements. No where else in the country, does the federal government have such an intimate, and some would say, intrusive, role at the local level. WIR members seek to make that role as benign as possible, so that local communities and cultures can flourish in America's West.

WESTERN INTERSTATE REGION CONFERENCE WRAP-UP



NACo trade task force visits U.S.-Mexican border

By Haron N. Battle
associate legislative director

As part of their deliberations over the North American Free Trade Agreement (NAFTA), members of the NACo International Trade Task Force one day along the U.S./Mexican border conferring with officials on trade and other related matters.

The task force, which is chaired by Hubert Price, Oakland County (Mich.) commissioner, learned about joint efforts to improve living standards on both sides of the border and gained insights into U.S. companies that have relocated to Mexico.

The task force was briefed on efforts to coordinate environmental infrastructure, particularly to improve water quality. The International Boundary and Water Commission exercises oversight over water treaties. Nogales, Ariz. treats the waste water which flows downhill from Nogales, Sonora where many of the homes are not connected to sewer systems. This Mexican municipality is attempting to implement the same pretreatment regulations that govern water quality in the United States. Santa Cruz County is advising its Mexican neighbor on the design and sit-

ing of new landfills. In addition, Mexico is committing more funds to environmental cleanup. However, enforcement of regulations needs to increase.

The task force visited Wilson Jones, a U.S. company that manufactures packaging and other paper products and has been operating in Mexico since 1985. It has expanded from 200 to roughly 600 employees.

Wilson Jones provides extensive employee benefits including free day care and medical treatment. The company supplements the socialized medicine in Mexico with a physician who visits the plant daily to treat employees. Although the starting wage is equivalent of \$6 per day, it exceeds the minimum wage of \$4 per day. Most U.S. companies voluntarily follow guidelines promulgated by the EPA and the Occupational Safety and Health Review Commission.

Industry officials do not view NAFTA as a big windfall for U.S. businesses. They explained that the majority of companies that would move to Mexico have already done so. Furthermore, relocating to Mexico can generate jobs in the U.S. as well as Mexico. For example, Wilson Jones was a non-profitable operation that con-

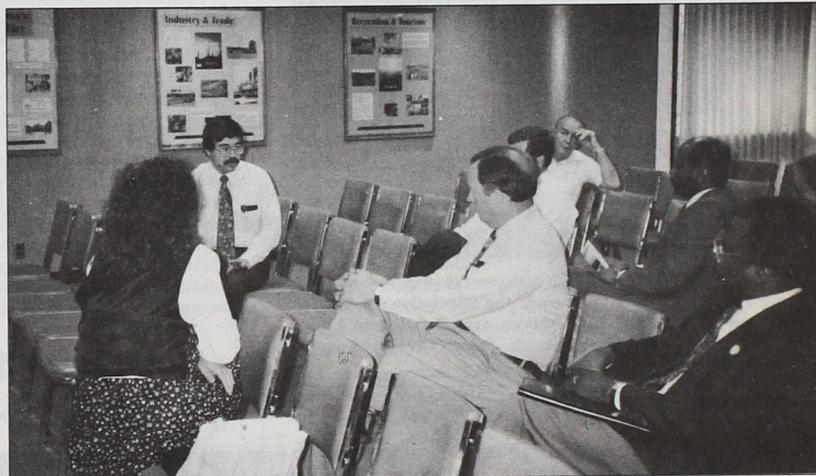


Photo by Beverly Schlotterbeck

Alejandro Barcenas (l), assistant engineer, City of Nogales, Ariz. briefs members of NACo's International Trade Task Force.

templated closing altogether when it moved to Mexico. Now, the majority of its parts come from the United States, thereby providing jobs in this country.

The United States, Mexico, and Canada currently are negotiating side agreements that will accompany NAFTA which focus on labor standards and enforcements of en-

vironmental provisions in NAFTA. Negotiators hope to complete these supplemental agreements by mid-June. The NACo International Trade Task Force is in communication with the U.S. ambassador and will present a report on NAFTA during the NACo annual conference.

In addition to Hubert Price, task

force members who participated in this fact finding mission were Stuart Rhodes, Marion County, (Ind.) councilman; Mike Gillespie, Madison County, (Ala.) commission chairman; C. Vernon Gray, Howard County, (Md.) councilman; Bruce Elwell, Major County, (Okla.) commissioner; and Takashi Domingo, Hawaii County council member.

Steering committee tours Maricopa Agriculture Center

By Michael Sowell
NACo fellow

While attending the WIR Conference in Maricopa County Ariz., the Agriculture and Rural Affairs Steering Committee toured "Big Mac." This Big Mac is not a sandwich, but the name used by locals when referring to the Maricopa Agriculture Center.

Brooks Taylor, program coordinator for the Maricopa Agriculture Center, guided committee members on a two-hour tour of the 2,100 acre research farm.

Taylor described a number of projects being conducted at the facility. For example, 80 acres are dedicated to irrigation research, most of which is underground, making it the largest underground system in the world, according to Taylor.

A number of plants are grown and harvested at the center including short- and long-staple cotton, small grains, alfalfa, vegetables and melons. The center is the second largest grower of winter lettuce in the area, according to Taylor.

Alternative crops are also grown at the research facility including buffalo gourd; jjoba, a plant that produces a liquid wax used as a

base in the cosmetic industry; guayule, a plant cultivated as a source of rubber; and lesserella, an oil seed crop used as a thickening agent, and industry replacement for synthetic lubricants.

The aquaculture research on the farm is expanding and being integrated with crop production, resulting in multiple use of the water resources at the facility. Water used for irrigation is also used for the fish ponds.

The participants on the tour also heard about a business retention and expansion program being implemented jointly by the Arizona Cooperative Extension Service and the Arizona Department of Commerce.

Rudy Schnabel, area community



Photo by Michael Sowell

Members of the Agriculture and Rural Affairs Steering Committee observe aquaculture uses during their tour of the Maricopa Agriculture Center.

development agent with the Arizona Cooperative Extension Service, discussed the retention and expansion program, explaining the history of the program and its accomplishments.

Schnabel said the short-term objectives of the program are to demonstrate the community's support to local businesses, develop a data base on local businesses and solve some of the immediate problems businesses may have in the community.

The program's long-term goals are to work with businesses to make them more competitive by evaluating their broader needs and concerns. Second, communities are encouraged to formulate an economic development plan in order to handle expansions more efficiently.

A benefit of a retention and expansion program, Schnabel said, is that it can serve as an early warning system for impeding business closures.

HUTCHINSON

from page 8

have a healthy environment."

Turning to the Catron County planning process, Hutchinson said its aim is to preserve "our local customs and cultures." He pointed out that the National Environmental Protection Act is "very clear about avoiding adverse reactions on customs and culture."

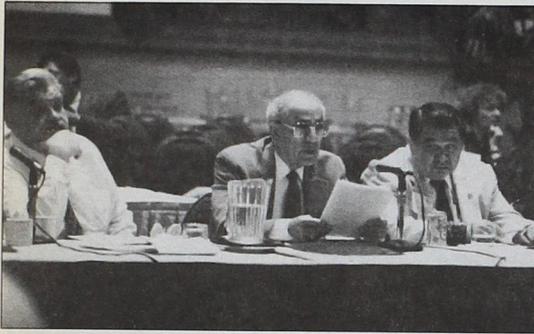
Despite this directive, counties like Catron are accused of usurping the role of federal land managers when they resist federal attempts to acquire more public lands or curtail economic activity on public lands in the name of preservation.

Defending local governments' resistance to environmental protection schemes, Hutchinson said, "If the American people want the West to be a wilderness to play in, they have to foot the bill. Right now, the bill is on the shoulders of loggers, and family farmers and ranchers."

Ending his presentation, Hutchinson urged delegates to expand their vision of the role county commissioners and supervisors play in the lives of their constituents. "You're no longer just blading roads and maintaining bridges. You are the final check against the federal government."

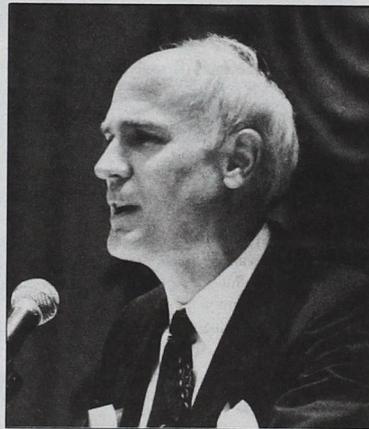


WESTERN INTERSTATE REGION CONFERENCE WRAP-UP

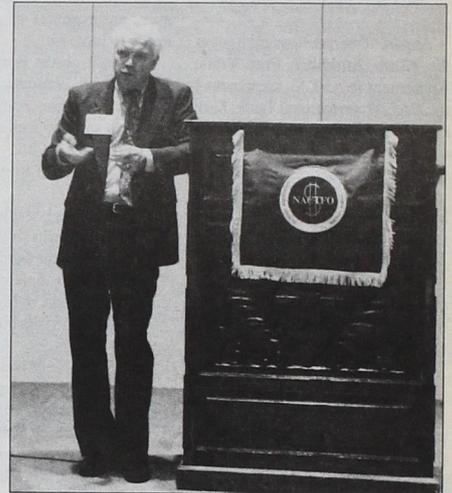


NACo's Board met during the WIR Conference to consider a number of items. Including a plan to upgrade the association's computer system. Seen here during deliberations are: (l-r) Duane Little, Shoshone County, Idaho; Frank Casula, Prince George's County, Md.; and Oscar Soliz, Nueces County, Texas.

All photos by Bev Schlotterbeck



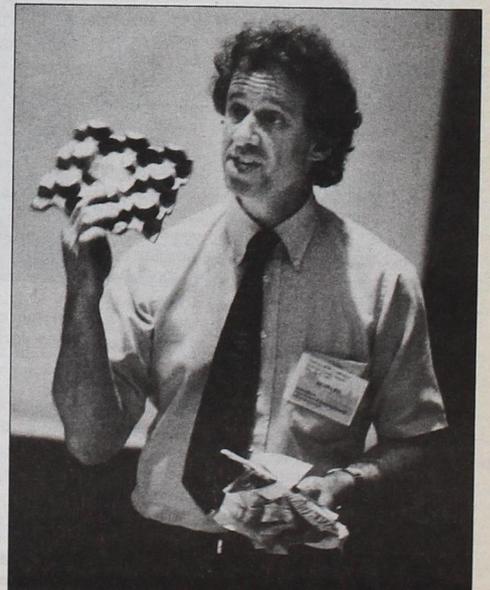
PEBSCO President Jay Wilkinson, was a featured speaker at the Opening General Session.



Thomas C. Ford, assistant tax collector, Sonoma County, Calif., explains some fine points of tax law during the "Bankruptcy: Chaos in the County" workshop.



Gary Olsen, executive director, Southwest Public Recycling Association, was a key speaker at Friday morning's workshop on issues in solid waste management.



Howard Rosen, a researcher with the Forest Service, shows products made from recycled materials to members of the Environment, Energy and Land Use Steering Committee.

Administration introduces reinventing government strategy

By Jennifer Ryan
legislative assistant

In an effort to "reinvent government," the Clinton Administration introduced a two-part proposal last week to establish 100 so-called "Enterprise Communities" and 10 "Empowerment Zones."

Briefing local government representatives on the president's new proposal, HUD Assistant Secretary-designate Andrew Cuomo explained that, "The concept is to integrate services. We must move beyond the traditional enterprise zone approach which assumes tax breaks will bring the private sector back into the inner cities and rural areas. Tax incentives alone will not work. We need to have a comprehensive approach to social services, daycare, JTPA, housing and

other needs of the community."

One hundred zones (65 urban, 30 rural and five Native American reservations) will be designated "Enterprise Communities" and 10 zones (six urban, three rural and one reservation) will earn "Empowerment Zone" status. Each will be eligible for special assistance, but more resources will be directed toward the "Empowerment Zones."

To be selected as an "Enterprise Community" or "Empowerment Zone," a county must meet minimum population, size and distress criteria. Counties must have a comprehensive strategic plan that brings together the community, the private sector and local government, and demonstrates how it will reform the delivery of government services to achieve these goals. No county could be selected before next year.

Funding under the proposed legislation includes approximately \$4 billion in existing funds and \$4 billion in new tax incentives. A total of \$513 million is authorized for FY93 and FY94 for enterprise grants. In FY93 and FY94, \$500 million is authorized for public safety and community policing. In addition, the president has requested that his Cabinet offer proposals to target at least \$3 billion of existing funds within the communities and zones.

The Administration also hopes to simplify the process of service delivery. One approach is to have a "one-stop waiver authority." An Enterprise Board, made up of relevant Cabinet secretaries, will provide a single point of contact for localities, and have broad waiver authority to help communities use existing fed-

eral programs and resources more effectively to implement their comprehensive plan.

"You put into your plan every waiver you need to best accomplish your comprehensive plan and the board will consider it," explains Bruce Reed, assistant to the president for domestic policy.

The president's proposal will have to make its way through the tax reconciliation and various congressional committees due to its comprehensive approach.

The Administration claims to have bipartisan support, with 12 Republican senators ready to co-sponsor the bill.

Northwest counties press Administration on Forest Plan

By Richard E. Keister
associate legislative director

In a series of meetings with Administration officials and members of Congress, earlier this month, county officials from California, Oregon, and Washington pressed their concerns for a solution to the impasse which has threatened timber dependent communities in the Pacific Northwest.

President Clinton has ordered his Administration to present him with a balanced plan that will protect endangered species and old growth forests, as well as provide for jobs in a region which has virtually been shut down economically by various court orders protecting the Northern Spotted Owl.

The plan, due June 1, is being developed by officials from the departments of Interior, Agriculture, Commerce, Labor and the EPA. Working groups have been set up to make recommendations on forest management, jobs and community stability and intergovernmental cooperation.

A group of 13 county officials from all of the states affected met with key Administration officials to tell them about the role counties must play in any solution in the region.

Peter Yu, chairman of the National Economic Council Working Group, was briefed on the county concerns for employment insured through a predictable and stable supply of timber. There will undoubtedly be a component of the plan which calls for job retraining. However, he was told that significant jobs must be created, otherwise, local workers will just be retrained to leave their homes. Residents in rural counties in the Northwest want to remain in their own communities.

It was also emphasized that

county government was the best vehicle for delivering economic development and diversification aid to communities.

Katie McGinty, deputy assistant to the president for environmental policy, told county officials that the Administration is sensitive to the plight of communities that have a heavy dependence on the timber industry. They are looking at alternatives that will allow some harvesting of wood products that will help with managing the overall health of the forests in the Northwest. Officials from Washington pointed out several experimental forest management projects being conducted in their state which have shown promise in protecting sensitive ecological areas while harvesting timber.

In a meeting with Tom Collier, chief of staff to Interior Secretary Bruce Babbitt; Stephanie Soliene, director of congressional affairs; and Tom Tuchman, special assistant to the secretary, county commissioners and supervisors emphasized the historical role of counties in the development of public lands. That partnership dates back to 1907 when the counties agreed to provide roads, schools, and other infrastructure to allow the Forest Service to harvest timber from public lands. They were told that if counties didn't exist, the federal government would have to invent something like them to provide the services necessary to manage the vast national forest system. They were also told that any solution will have to address the issue of stability in federal payments to counties which are vital for both counties and the federal government.

County officials also met with President Clinton's top political advisor, Rahm Emmanuel, assistant to the president for political affairs. He acknowledged the importance of proposing a balanced

plan that will include environmental protection, as well as a strong economic assistance package. Whatever is proposed will still have to be enacted by Congress in order for any chance of success. Counties can and will play a strong role in selling an acceptable proposal to the Senate and House of Representatives.

Those participating in the round of Administration and White House meetings were: Supervisors Bill Coates, Plumas County, Calif. and Roger Zwanziger, Siskiyou County, Calif.; County Judge Dale White, Harney County, Ore.; Commissioners Dave Schmidt, Linn County, Ore. and Doug Robertson, Douglas County, Ore.; Commissioners Lawrence Gaydeski, Clallam County, Wash., Marilyn Breckel and Melissa Carlson-Price, Skamania County, Wash.

Staff members from NACO included Executive Director Larry Naake, WIR Liaison Tom Sweet, Associate Legislative Director Rick Keister, Gil Riddell of the Association of Oregon Counties, Ray Doerner, Association of O&C Counties, and Harriette Buchmann, coordinator of Washington timber counties.

All of those who met with Administration officials stressed the need to involve counties in developing solutions that will help their distressed local communities. The positive reception given in the Washington D.C. discussions indicated that the Administration has reached out to include counties in the process.

The Secretary of Interior's office, through Soliene and her assistant in congressional affairs, was instrumental in setting up the meetings. Harriette Buchmann, representing counties in Washington state, was also a driving force in helping to organize the meetings.

Summary of Zone Incentives and Investments

Capital Investments

- Tax-exempt private activity bonds for investments in tangible property zones
- Expansion of Low-Income Housing Tax Credit
- Increased Property Expensing under section 179
- Accelerated depreciation for tangible investments

Empowerment Incentives

- Resident Empowerment Savings Accounts — tax credits for employer contributions; penalty-free withdrawals for education, purchase of first home, starting a small business or investing in community investment corporations or funds
- Resident Empowerment Opportunity Card
- Private activity bonds for zone businesses, community investment corporations and funds, and worker-controlled enterprises owned 50 percent or more zone residents

Employment and Training Credits ("ETC")

For Zone Residents

- A multi-year ETC for zone employers
- A one-year Targeted ETC for non-zone employers

Investments Under the Act

- Enterprise grants
- Public safety and community policing

Zone Priority Investments

- Community partnership against crime
- Community development financial institutions and banks
- HUD matching funds for CDCs
- Up to 30 enterprise school communities
- SBA, commerce and EDA funds and technical assistance
- School-to-Work, Apprenticeship, Youthbuild, Youth Fair Chance, and Job Corps
- Drug prevention and Rehabilitation-to-work
- "One Stop Shop" career centers (JTPA), access and moving to opportunities
- Distressed public housing, McKinney Homeless Shelter Assistance

Four county officials appointed to NAFTA leadership group

U.S. Trade Representative Michael Kantor announced May 12, the formation of a bipartisan leadership group of elected officials that will generate support for the North American Free Trade Agreement (NAFTA). This group is comprised of four county officials, four governors, one lieutenant governor, five mayors, and three state legislators.

The four county officials serving on this leadership group are Councilman Stu Rhodes, Marion County, Ind.; Supervisor Gloria Molina, Los Angeles County, Calif.; Commissioner Arthur Teele, Metro-Dade County, Fla.; and Commissioner Mike Gillespie, Madison County, Ala. Gillespie has served for a number of years on the Intergovernmental Policy Advisory Committee that advised Ambassador Carla Hills and now Ambassa-

dor Kantor on trade policy from a state and local government perspective. Rhodes is vice-chair and Gillespie is a member of NACO's International Trade Task Force.

In announcing the coalition, Kantor stated, "No one can better articulate the economic benefits NAFTA, with the supplemental agreements, will bring to states, counties, and cities, than leaders who work to create jobs in their communities every day. Every day I receive calls from local leaders who want to speak out. Grass roots support for the NAFTA is rapidly developing."

Also named to this leadership group are Texas Governor Ann Richards, Wisconsin Governor Tommy Thompson, Colorado Governor Roy Romer and Massachusetts Governor William Weld.

Thank you

for making the Third Annual National County Government Week a huge success!

NACo would like to acknowledge and thank all the counties who participated in the Third Annual National County Government Week. The following counties and state associations sent information to NACo about their

activities for County Government Week. If your county held activities during County Government Week, and your name is not listed, please send information about your activities to the NACo Public Affairs Department.

Alabama

Assoc. of County
Commissioners of
Alabama
Montgomery County
Mobile County
Morgan County

Alaska

Kodiak Island Borough

Arizona

Independence County
Maricopa County
Santa Cruz County
Yuma County

California

California State Assoc.
of Counties

El Dorado County
San Mateo County
Humboldt County
Kern County
Los Angeles County
Marin County
Merced County
Mono County
Riverside County
San Diego County
Sierra County
Ventura County

Colorado

Eagle County
Grand County
La Plata County

Florida

Alachua County
Broward County
Collier County
Escambia County
Hernando County
Highlands County
Martin County
Manatee County
Metro-Dade County
Okaloosa County
Orange County
Palm Beach County
Pinellas County
Seminole County
Volusia County

Georgia

Assoc. of County
Commission of
Georgia
Charlton County
Chatham County
DeKalb County
Forsyth County
Fulton County
Hall County

Hawaii

Hawaii State Assoc. of
Counties
Hawaii County
Maui County

Idaho

Idaho Assoc. of
Counties
Bonner County
Bonneville County
Madison County

Illinois

Urban Counties
Council of Illinois
Cook County
McLean County
Peoria County

Indiana

Indiana Assoc. of
Counties
Montgomery County
Vanderburgh County

Iowa

Iowa Assoc. of
Counties
Bremer County
Calhoun County
Carroll County
Cherokee County
Clinton County
Palo Alto County

Kansas

Kansas Assoc. of
Counties

Barton County
Butler County
Clay County
Nemaha County
Reno County

Kentucky

Kentucky Assoc. of
Counties
Fulton County
Jefferson County
Simpson County

Maryland

Calvert County
Frederick County
Howard County
Prince George's County
St. Mary's County

Michigan

L'Anse County
Baraga County
Branch County
Jackson County
Kalamazoo County
Montgomery County
Newaygo County
Oceana County

Minnesota

Big Stone County
Crow Wing County
Cambridge County
Hubbard County
Isanti County
Itasca County
Jackson County
Lake of the Woods
County
Morrison County
Norman County
Olmstead County
Ramsey County
Washington County
Wilkin County

Mississippi

Mississippi Assoc. of
Supervisors
Bolivar County
Hinds County
Pike County

Missouri

Clay County
Lawrence County
Lincoln County
Texas County

Montana

Carbon County
Dawson County
Gallatin County
Hill County

North Carolina

North Carolina Assoc.
of County
Commissioners
Wilks County
Avery County
Bladen County
Burke County
Cabarrus County
Catawba County
Lee County
Mecklenburg County
Mitchell County
New Hanover
County
Onslow County
Orange County
Surry County
Wake County

North Dakota

La Moure County
Benson County

Nebraska

Burling County
Cass County
Cavalier County
Morton County
Pembina County
Richland County
Sargent County
Barnes County
Pierce County
Renville County
Sheridan County
Walsh County
Ward County
Bottineau County
Burke County
McLean County
Divide County
Grand Forks County
McHenry County
McKenzie County
Mercer County
Nelson County
Stark County
Dickey County
Adams County
Golden Valley County
Steele County
Wells County
Towner County

Nebraska

Fillmore County

Nevada

Clark County
Douglas County
Esmeralda County

New Hampshire

New Hampshire Assoc.
of Counties
Grafton County

New Jersey

New Jersey Assoc.
of Counties
Hunterdon County
Monmouth County
Morris County
Somerset County

New Mexico

Bernalillo County
Chaves County

New York

New York State Assoc.
of Counties
Genesee County
Orange County
Oswego County
Rensselaer County
Steuben County

Ohio

Allen County
Greene County
Holmes County
Huron County
Linking County
Montgomery County
Portage County
Putnam County
Scioto County
Seneca County
Summit County
Union County

Oklahoma

Custer County
Johnston County
Pottawatomie County

Oregon

Jackson County
Josephine County
Lane County
Marion County
Tillamook County

Pennsylvania

Centre County
Dauphin County
Elk County
Lehigh County
Mercer County
Westmoreland
County

South Carolina

Greenville County
Richland County
Sumter County

South Dakota

South Dakota Assoc.
of County
Commissioners
Marshall County

Tennessee

Franklin County
Shelby County
Sumner County

Texas

Texas Assoc. of
Counties
Carson County
Comal County
Denton County
Fort Bend County
Franklin County
Milam County
Montgomery County
Navarro County
Potter County
Taylor County

Utah

Garfield County
Salt Lake County

Virginia

Virginia Assoc. of
Counties
Chesterfield County
Gloucester County
Henrico County
Montgomery County
Pulaski County
Rockingham County
Stafford County

Washington

Island County
Lincoln County

West Virginia

Brooke County
Marion County
Mercer County
Monongalia County

Wisconsin

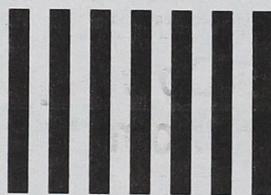
Kewaunee County
Marquette County
Racine County

Wyoming

Sheridan County



NATIONAL COUNTY GOVERNMENT WEEK



April 17 - 24
1 9 9 3

In 1994, National County Government Week will be celebrated April 16-23



Former NACo President John Stroger, Kitsap County, Wash. commissioner, has been appointed deputy assistant secretary for intergovernmental affairs in the Department of Transportation. Stroger, who was NACo president in '86-'87, has long been active in transportation issues and was a founding member of the Rebuild America Coalition.

Stroger names credentials committee members

NACo President John Stroger has appointed the following county officials to serve on the credentials committee at NACo's 57th Annual Conference, July 16-20 in Cook County, Ill.

Credentials committee: Chair, Washington County (Ark.) Judge Charles Johnson; vice chair, Nueces County (Texas) District Clerk Oscar Soliz; San Bernardino County (Calif.) Deputy Director Thelma Moore; Boise County (Idaho) Clerk Arlene Kolar; and Calcasieu Parish (La.) Police Juror Allen August.

Stroger has also appointed Herman Geist of Westchester County, N.Y. to the position of parliamentarian, and John Torbert, executive director, Kansas Association of Counties and William Quinlan, Cook County (Ill.) judge, assistant parliamentarians.

Tim Davis, Summit County (Ohio) Executive and Carroll County (N.H.) Commissioner Brenda Presby were appointed as tally and reading clerks respectively.

Don't forget — no "motor-voter" for NACo elections

To be eligible to vote for NACo officers at the Annual Conference, member counties need to establish voting credentials. Credential application forms were mailed to the chief elected officials of all member counties on May 4.

On the form, counties should designate one of their officials to pick up and cast the county ballots. A county may also designate an alternate county official or its state association to pick up the credentials materials.

The credentials information designating the voting member for the county must be received at NACo by Friday, June 18.

Return to: Credentials Committee, c/o Membership Coordinator, NACo, 440 First St., N.W., Washington, DC 20001-2080.

For more information, call Susan Parrish, membership coordinator, 202/942-4242.

ANNUAL CONFERENCE PREVIEW

Cook County to take you under ground

Journey to the center of the earth with fellow NACo '93 delegates when you take a tour of the Tunnel and Reservoir Plan (TARP) on Friday, July 16. It is a series of gigantic tunnels hundreds of feet below the city of Chicago that will eventually be 131 miles long. It is still under construction, so you will get a chance to see history in the making.

Once completed, TARP will ensure that the people of Chicago will be safe from polluted drinking water and have protection against flooding, like the recent Great Chicago Flood. As one of the most ambitious feats of engineering ever attempted, it's a must-see.

Unlock the secrets of matter with physicists from around the world when you take the NACo '93 tour to world-famous Fermi National Accelerator Laboratory, also on Friday, July 16. Located in nearby Batavia, Fermilab is home to the powerful 6.3 kilometer Tevatron accelerator, which can generate the world's highest energy proton beams. Fermilab uses five accelerators to drive batches of protons to nearly the speed of light before steering them head-on into power-



COOK COUNTY / NACo '93
NATIONAL ASSOCIATION OF COUNTIES

ful collisions with other particles. On impact, energy is transformed into matter and new particles emerge from the wreckage simulating the Big Bang theory's creation of the universe.

On this same tour, travel to Settler's Hill, an innovative landfill developed in nearby Kane County. Waste Management of Illinois and the Kane County Forest Preserve District have collaborated to make this unique program a reality. As the 400-acre site is filled with non-hazardous waste, the land is being simultaneously contoured as a multi-purpose recreational area. Once it is closed as a disposal site, Settler's Hill is anticipated to offer 27 holes of championship golf, 170-foot ski hill, a small lake for paddle boating, an equestrian center, trails for hiking, biking and cross country skiing, as well as picnic areas, two

clubhouses and a restaurant. Eighteen holes of golf were already in use in mid-1991.

While providing environmentally sound disposal services for Kane County, it has offered the promise of a broad range of recreational opportunities to its citizens. As a result, it has become a nationally recognized model of the achievements that can be gained through public/private partnerships.

So be sure to come early for these opportunities to see some of the technological and environmental innovations in Illinois. Space is limited, so please register early at 312/629-6773.

Registration change for baseball clinic

To register your kids for the Cominsky Park tour and White Sox Baseball Clinic during NACo's Annual Conference in Cook County, Ill. July 16-20, call 312/626-6773.

The telephone number published in the May 10th issue of County News was incorrect.

NACo co-sponsors land use, rural economic development workshop

By Tom Mainwaring
Forest Service liaison to NACo

Barbara Sheen Todd, NACo first vice president, and Louise Liston, NACo Public Lands Steering Committee chair, spoke at the workshop "Seeking Common Ground," April 25-27 in Huntsville, Ala.

Sponsored by the Forest Service, with NACo among the co-sponsors the workshop focused on collaboration in land use planning and rural economic development. Efforts in both show a positive correlation for success with strong collaboration among all affected participants.

Todd, a commissioner from Pinellas County, Fla., said she was impressed with the successes in land-use planning and rural development, she had witnessed and that collaboration was key to the successes. Todd further stated strong collaboration with all partners will be a cornerstone for NACo during her term as NACo president.

Other speakers provided examples of what worked and what did not work in their experience. Bill Koelm, town manager for Kremeling, Colo., spoke on what happened when the Louisiana Pacific saw mill closed.

The community development committee created 21 action items that

brought in \$800,000 in federal grants.

Louise Liston, Commissioner from Garfield County, Utah, spoke on her positive experience in forming a community economic action team. The team developed economic diversification strategies to offset the decreasing availability of natural resources from federal lands for dependent local industries.

John Riggs, National Association of Towns and Townships, Tombigbee River Commission, Camden, Ala., stated that successful rural development, no matter where it occurs, has the common first step of bringing the pertinent players to the table early in the process.

Coming Up in County News June 7



Future Trash: Solid Waste Management Meets the Millennium

A Special Report

News from the nation's counties

North

ILLINOIS

• **COOK COUNTY** Board President Richard Phelan recently introduced a resolution to rename Illinois' Interstate 57 the Thurgood Marshall Memorial Freeway in commemoration of the public service career of the late Supreme Court justice.

"Interstate 57 originates in Cook County linking all ethnic groups and economic strata of the state and passes through notable sites in the state's struggle to ensure civil rights," said Phelan. "It is an appropriate, permanent public tribute to Justice Marshall who devoted his life to the challenge for civil rights and equal justice for all persons."

The board of commissioners unanimously approved the resolution and has called upon the Illinois General Assembly to follow suit.

NEW YORK

• During its recent annual meeting, the Asphalt Recycling & Reclaiming Association presented **TIOGA COUNTY** Commissioner of Public Works Robert S. Korbaits Award for Excellence in Full-Depth Reclamation.

An 18-year maintenance veteran, Korba was selected to receive the award for working to reclaim 40 miles of Tioga County's roadways with full-depth reclamation and liquid calcium chloride instead of relying on traditional methods of reconstruction. The result has been a savings to the county of roughly \$55,000 per road mile.

South

FLORIDA

• County commissioners from three Florida counties — **POLK, HILLSBOROUGH AND OR-**

ANGE — are asking Governor Lawton Chiles to study the possibility of constructing an intercity commuter train to serve cities within their jurisdictions.

The proposal calls for using existing Amtrak/CSX rails and current technology to construct a commuter system that is affordable and can be built fairly quickly.

Hillsborough County Commission Chair Ed Turanchik, who initiated the proposal, said the rail service would relieve traffic congestion and enhance the economic strength of the central Florida area by providing new development opportunities for business and industry.

Turanchik, Polk County Commission Chair Dan Costello and Orange County Commission Chair Linda Chapin hope to convince Chiles that this plan is more affordable and practical than high-speed rail options currently being studied

by the Florida Department of Transportation.

MARYLAND

• Three-day weekends, child care on school holidays and working at home are among the benefits for which some **MONTGOMERY COUNTY** employees will soon be eligible under a new plan aimed at improving traditional family and work-related concerns.

The new alternative benefits plan, part of which has already been implemented, was developed by a special personnel committee established last year. It offers employees who work nine-hour days an extra day off in a two-week period, a job sharing program and opportunities to work at home on scheduled days. A variety of other benefits are also being reviewed.

County Executive Neal Potter called the plan's proposals "an opportunity for Montgomery County to architect the government employee benefit plan for the 21st century."

The new benefits, according to personnel staff, would cost very little to provide.

West

ARIZONA

• **MARICOPA COUNTY** Manager Roy Pederson has been selected to receive the National Association of Government Accountant's Achievement of the Year Award for 1992.

He was given the award, which recognizes outstanding leadership and achievement in developing, implementing and improving financial management in government service, for implementing improved management and control techniques, such as strategic planning, total quality management, workload indicators, the first-ever employee attitude survey, a new classification and wage structure, and a wellness program.

Crime prevention: The Janet Reno vision

By Neal R. Peirce
Washington Post Writers Group

Is crime preventable?

The country's feisty new attorney general, Janet Reno, believes so. So does Maryann Mahaffey, the grandmotherly president of the Detroit City Council who set up a rape crisis center 18 years ago and knows the issue of family violence inside out.

Mahaffey was one of 300 crime prevention and law enforcement leaders in Washington last week for the first-ever National Forum on Preventing Crime and Violence.

And what Reno had to tell the group, says Mahaffey, "was like a new day. Never before have I known an attorney general to lay it out so clearly: that we must reach children at the very earliest age, that we must learn to settle things non-violently, that we must all learn to respect each other as equals."

By any standard, the appearance of the 6-foot-1-inch-plus Reno, striding confidently onto the stage — as if the harassing congressional grilling on the Waco disaster the day before had never happened — was remarkable.

"A national agenda for children," said the nation's chief law enforcement officer, "will ultimately have more impact on the crime than all the prisons that we could ever build."

Then, with down-to-earth examples gleaned from her years of engaging a cross section of law-breakers and victims, police and social workers in tension-packed Miami, Reno sketched out an age-by-age strategy for reclaiming children's lives.

The chain has to start, she said, with prenatal care and lots of love for newborns: in a hospital's neonatal unit, one can already see the difference in response between an infant who's loved by his parents, and one who is getting only minimal medical care.

Care at birth then has to be followed with the right child care, preventive medical care and "educare" during the first, formative three years of life.

Violence — within the family, or at school — must be combated as "one of the great health epidemics in America," said Reno.

Parents need flexible work time to spend more hours with their children. And the whole society has to care about latchkey, unsupervised children. Truancy prevention, summer jobs and realistic school-to-work transition programs, and youth service corps opportunities are all part of the continuum Reno advocates.

A big goal, she says, is to "break down the barriers" between police and social service disciplines. She likes the idea, begun in Dade County, of deploying "teams composed of community-friendly, highly respected police officers, social workers, public health nurses, community organizers, working full time within a narrow neighborhood."

Even if that intensive treatment isn't practical everywhere, Reno believes it's time to rethink how police, probation officers and juvenile counselors use their time. Imagine, she says, if more were deployed into affording kids constructive after-school and evening programs, "what we would save in terms of the dollars spent for prisons, spent for prosecution, spent for police officers investigating cases to find out who committed some crime."

Reno not only stresses the family, teamwork and anti-violence themes to "the choir" of "pro-prevention" audiences, but also to lawyers, cops and prosecutors.

This lady's special magic may be her refusal to tailor her message to any audience — a bluntness right in tune with a woman who grew up in a rough-hewn house built in a swamp where her mother wrestled alligators.

Last month Reno told the Police Foundation she shared cops' frustration with getting somebody "arrested, prosecuted and convicted," only to see the criminal back on the street soon afterward, having served just a fraction of his sentence, because of prison overcrowding.

Reno says: It's time to differentiate between the "mean bads," truly dangerous offenders, "putting them away for as long as we can" — and simultaneously freeing up prison space through alternative sentencing for non-violent first offenders.

The show court Reno set up in Miami showed the way. Non-violent first-time offenders charged with small amounts of drug possession were channeled into treatment programs, while the book was thrown at serious, habitual offenders.

Minimum mandatory sentences need a hard second look, says Reno: "We've got to appreciate the fact that we can build just so many prisons." The public, she says, needs to know about the high cost of each prison cell.

Janet Reno seems instinctively to believe that there are smart people of good will — police, judges, social-service workers, neighborhood leaders — who want to be part of inventing a new system of smarter, more sensitive justice.

"In the 1930s," she told the crime prevention conference, "the excitement was in Washington. In the 1990s, the excitement is throughout America."

Reno's difference with the "law-'n-order, lock-'em-up-and-throw-away-the-key" Republicans who preceded her is that she wants to change the agenda of the justice system to hit prevention first and then be tough as nails where it's appropriate. She's been in the trenches of urban crime and crisis. It's a rare commodity in high office, and we better make use of it while we can.

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Midwest

NEBRASKA

• **ADAMS COUNTY** Supervi-

Savvy awards program open for entries

The City-County Communications & Marketing Association (3CMA) is accepting entries for its Fourth Annual Savvy Awards competition for excellence in local government communications and marketing. The awards will be presented at 3CMA's Annual Conference in Washington, D.C. Sept. 9-11.

Honors will be awarded in six categories with two Savvy winners in each category; one for jurisdictions under 50,000 population and the other for those over 50,000 population. Silver Circle runner-up awards as well as certificates of excellence will also be presented.

Categories include videos, marketing campaigns, special publications, community or special interest newsletters, creative citizen participation, and most creative with least dollars spent. Judging will be based on overall creativity and impact, presentation of information, copy/narrative, design and layout, clarity of message, appropriateness of message, budget, and whether it was produced in-house or commercially.

Entry deadline is July 1 and the competition is not limited to 3CMA member jurisdictions. Further information can be obtained from 3CMA, 409 Third St., S.W., Suite 206, Washington, DC 20024, or call 202/488-7100.

3CMA is a national organization dedicated to improving government/citizen relations and the delivery of services through the application of marketing strategies and techniques.

Anoka County program earns national award

President Bill Clinton and Senator Paul Wellstone (D-Minn.) honored Anoka County (Minn.) with the National Public Excellence Award during the Public Employees Roundtable May 7, in Washington, D.C., for devising a nationally recognized welfare-reform program for dealing with non-custodial parents.

Called Parents' Fair Share, the program seeks to increase the emotional and financial support of non-custodial parents of children on AFDC.

"Rather than write off these absent parents who are not meeting child support obligations, Anoka County seeks them out and provides them with employment opportunities, job training services, peer support, and parenting education programs," explained Anoka County Commissioner Margaret Langfeld who accepted the award in Washington.

Additionally, the program features enhanced child support enforcement and mediation services. The result: Within 18 months the average child support payment more than doubled, from \$51 to \$111 per month; the average non-custodial parent increased his or her income by \$3,600 over six months; and the number of employed parents rose from 54 percent to 89 percent.

Only four Public Service Excellence Awards are bestowed each year, one to each federal, state, county and city government agency that has made an outstanding contribution to public service.

Dade County restructures its commission

The winds of change are blowing in Dade County, Fla., and we're no longer talking about Hurricane Andrew.

Not only does Metro-Dade County government have a new leader, it has a whole new system. Even more significant is an optimistic new outlook for minorities, who make up more than 70 percent of the county's population, but who, in the past, held only two seats on the county commission.

A federal court decision last fall abolished the old system of electing eight commissioners and a mayor county-wide and, instead, put in place a 13-member district system. Special elections were held in March and April, and when the new county commission took office last month, minority candidates won 10 of the 13 seats with six Hispanics and four African-American members.

The chairman of the newly restructured county commission is Arthur E. Teele, Jr., an incumbent commissioner and former Administrator of the U.S. Department of Urban Mass Transit Administration under President Reagan.

He was elected chairperson by his peers immediately after swearing-in ceremonies on April 22 and is now overseeing the re-organization of the Dade Commission.

"I'm flattered that my colleagues — new and old — on the commission expressed this confidence and trust



Arthur E. Teele, Jr., chair of Dade's newly restructured commission

in me," said Teele. "The new court-ordered, single-member district system brings the people closer to their government and is more representative of the people."

Puerto Rican-born Maurice Ferre, mayor of the City of Miami for 12 years, was elected vice chairperson.

"This truly is a victory for the people of our community," said Ferre. "We're beginning a new era of local government in Dade County, and I am proud to be a part of it."

For more than two decades, Metro-Dade had been guided by former Mayor Stephen P. Clark. But the mayor's position was also abolished by the federal court order. The new court-approved system called

for 13 individual county commission districts drawn specifically to give minorities more representation.

Attracted by the new opportunities, 91 individuals filed as candidates. Many were political novices who never before had run for office. The results of the March 16 elections and April 20 runoffs produced the intended results with the number of minority commissioners increasing fivefold.

"This new commission brings a wide range of talents and backgrounds to Metro-Dade government," said Teele. "I am confident that this new system will better serve the needs of all the people of our community."

Only four incumbents were re-elected. In addition to Teele, voters

returned Alex Penelas, Sherman Winn and Larry Hawkins.

Other new commissioners include political veterans Pedro Reboredo, a former municipal mayor; Javier Souto, former state legislator; James Burke, former Florida state representative; and Natacha Millan, a former municipal official. Making their debuts as elected officials are Betty Ferguson, Dennis Moss, Miguel Diaz de la Portilla and Bruce Kaplan.

While Dade County currently does not have an elected mayor position, as chairperson, Teele will fill all of the mayoral duties. County voters approved a change to an executive mayor form of government effective in the fall of 1996.

Job market

ADMINISTRATOR — ST. LOUIS COUNTY, MINN.: Supportive Board desires candidate with: Masters degree in Public Administration or related field and 8 years progressively responsible professional experience, five of which must be served in an administrative/supervisory capacity managing a variety of functions; **OR** Bachelor's degree in Public Administration or related field and minimum of 10 years progressively responsible professional experience, five of which must be served in an administrative/supervisory capacity managing a variety of functions. County/municipal experience preferred. Demonstrated competence in fiscal/budgetary management with shrinking multiple funding sources. Commitment to success of open participatory management style. Support to a seven member Board of Commissioners. Strong oral, written and listening communications skills. St. Louis County has a population of 198,000 and a geographic area of 7,000 square miles. County workforce of 2,361 FTE, total budget of \$217 million, Moody Investment A rating. Position represents a multifaceted opportunity for professional growth to the successful candidate. Board desires successful candidate to begin no later than September, 1993. Salary is negotiable, commensurate with experience and qualifications. Contract includes a comprehensive benefit package. Please submit your cover letter and resume, not later than **June 28, 1993**, to: Civil Service/Personnel Director, 100 North Fifth Avenue West, Rm. 512, Duluth, MN 55802, Phone (218) 726-2422, FAX (218) 726-2332.

ASSISTANT PARISH ADMINISTRATOR — BOSSIER PARISH, LA.: The Bossier Parish Police Jury is seeking candidates for the position of Assistant Parish Administrator for Bossier Parish. Applicant must have a baccalaureate degree from an accredited college or university. It is preferable that the applicant be a registered professional engineer in civil engineering, as well as have previous experience in administration. Applicant must be a resident of, or be willing to relocate to, Bossier Parish. Salary range for this position is \$35,000-\$40,000. Applicants should respond in writing only. Resumes and official college transcripts should be mailed to: Bossier Parish Police Jury, P.O. Box 68, Benton, Louisiana 71006.

ASSOCIATE LEGISLATIVE DIRECTOR—NATIONAL ASSOCIATION OF COUNTIES (NACO): NACO has an opening for an Associate Legislative Director for Human Services and Education issues. Candidates must possess the following qualifications: BA degree and four years experience or a master's degree and two years experience; knowledge and understanding of human services issues affecting local governments, including welfare, social services, aging, immigration and refugee programs; thorough knowledge of intergovernmental relations, particularly county structure and government; outstanding written and oral communication skills; good political judgement; sensitivity and tact in dealing with others; self motivation, innovation, creativity and a team player attitude; and an ability to supervise entry-level professional and support staff. Minimum salary is \$49,049 per yr. Submit a cover letter and resume by June 1, 1993 to: HR Manager - ALD, NACO, 440 First St., N.W., 8th Floor, Washington, DC 20001. No phone calls, please! NACO is an equal opportunity employer and provides a smoke-free work environment.

COUNTY ADMINISTRATOR — LANCASTER COUNTY, S.C.: is accepting applications for a professional to serve as Chief Administrative Officer. The County has a population of 55,000 and an annual operating budget of \$12 million. Administrator will

direct and coordinate all county operations, supervise expenditures of all appropriated funds, and administer personnel policies to approximately 200 employees. Candidate must possess a Bachelor's Degree in Public Administration or related field and have at least five years' experience in local government; or ten years' experience in local government at the upper administrative level. References and salary history required. Salary range \$42,000-\$59,000 - will be based upon experience and qualifications. Resumes may be forwarded to: Ray Gardner, Chairman, P.O. Box 455, Lancaster, SC 29721.

COUNTY ENGINEER — HAMILTON COUNTY, IOWA: seeks qualified applicant for the position of County Engineer. Iowa Professional Engineer's license is required. In addition, Iowa Professional Land Surveyor's license is preferred. Salary is negotiable based on qualifications/experience. Excellent fringe benefits. Please send resume with cover letter by June 7, 1993, to: Hamilton County Board of Supervisors, 2300 Superior Street, Webster City, IA 50595. Hamilton County is an equal opportunity employer.

DIRECTOR OF AIRPORTS — HORRY COUNTY, S.C.: (150,000) Starting salary range: \$33,851-\$49,084 DOQ plus benefits. A bachelor's degree in Aviation Management, Transportation Engineering, Civil Engineering, or Business Administration and 10 to 15 years of experience in airport management; or any equivalent combination of education and experience

which provides the required skills, knowledge and abilities. Conway is the seat of government for Horry County, ranked as one of the top ten fastest growing counties in the nation. Horry County is located on South Carolina's coast, and includes the vacation resort known as the Grand Strand. 13 million visitors vacation along the Grand Strand each year. Deadline for application is 6/15/93. Send resume and references to the Horry County Personnel office, P.O. Box 997, Conway, S.C. 29526.

EXECUTIVE DIRECTOR — MICHIGAN ASSOCIATION OF COUNTIES: Executive Director, Michigan Association of Counties, Lansing. Responsible for general administration, lobbying, budget, personnel, planning, accounting and finance, and governmental relations. Excellent communications skills a necessity. Responsible to a 15 member Board of Directors. A bachelor's degree or its equivalent from an accredited college or university with major work in economics, political science, public or business administration, or a related field is required. Possession of a masters degree in public administration or a related field is desirable. Applicant should have seven years experience in administrative management. Salary based on experience and ability. Excellent fringe benefits. EEO Employer. Resume posted by 06/25/93 to KRC, Consultant, 6498 Mission Ridge, Traverse City, Michigan 49684.

Notices . . .

CONFERENCES

■ "Building a Social Compact for America's Communities" is the theme of the **National Civic League's 99th National Conference on Governance**, Nov. 11-13 in Atlanta, Ga.

Former President Carter's Atlanta Project will be showcased along with a host of new strategies and experiments from around the county.

For more information, call Wendy Dickstein, conference director, National Civic League, 303/571-4343.

CALL FOR PAPERS

■ The Environmental Vehicles '94 Conference and Exposition is issuing a call for papers.

A few proposed topics include, but are not limited to, Governmental Regulations, Infrastructure-Service Availability and Refueling Convenience, and Clean Air/Energy Policy Issues. Abstracts of 100 words are due by June 1.

The conference, "National Challenges for the Commercialization of Electric/Primary Fuel Vehicles," is being hosted by the **Engineering Society**, Jan. 25-26 in Dearborn, Mich.

For more information, call Rich Moizio at ESD Conference and Expositions, 313/995-4440, fax: 313/663-7835.

■ Persons interested in presenting papers or case studies, or serving as a moderator at the 15th International Making Cities Livable Conference, Feb. 22-26, 1994 in San Francisco, Calif., should contact Suzanne H. Crowhurst Lennard, Conference Organizer, IMCL Conference, P.O. Box 7586, Carmel, CA 939221, 408/626-9080.

Job Market - Classified Rate Schedule

Rates: \$3 per line.
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Mail advertising copy to: Job Market, *County News*, 440 First St., N.W., Washington, DC 20001
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For more information, call *County News*, National Association of Counties, 202/942-4256.

COUNTY MANAGER Guilford County Government Greensboro, N.C.

(Pop. 350,000)

Salary: Competitive and negotiable; previous mgr.'s salary: \$95,000. County Manager, by statute, is appointed by an 11-member Board of Commissioners to serve at its pleasure. Four managers since 1942. Serves as chief administrator for 23 departments with 2,500 employees and a \$250 million budget. County jurisdiction includes two major cities, Greensboro, and High Point, 5 other incorporated towns, and rural areas. Requires bachelor's degree in related field plus extensive and stable experience as chief administrator or deputy in county or city government. Prefer strong understanding of and experience in public finance; vision and commitment to planning; strong interpersonal skills and experience in personnel administration. Design of the interview process will not allow confidentiality for the estimated 10 semifinalists, but no information on an applicant will be released without his or her written agreement. Send confidential resume, cover letter, and salary requirements by July 2, 1993 to: Ms. Ann Bennett, Guilford County Personnel Department, 301 W. Market Street, P.O. Box 3427, Greensboro, NC 27402, Tel. # (919) 373-3892. EEO/AA.



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