

County News

Vol. 25, No. 11 • June 7, 1993
Washington, D.C.

Official Publication of the National Association of Counties

Subtitle D deadline extension meets stiff opposition

By Diane S. Shea
associate legislative director

An EPA proposal to extend the deadline for complying with Subtitle D landfill regulations has run into stiff opposition from various environmental, industry and civic groups, sending the agency back to the drawing board.

EPA announced, May 12, that it intended to delay the effective date of new criteria for municipal solid waste landfills for six months. EPA made its proposal in the wake of congressional pressure after months of lobbying by NACo and county officials throughout the country.

EPA agreed to seek a temporary extension so that it would have sufficient time to review and approve state plans required by the regulations. It also proposed giving states with approved plans the option of granting an additional extension to communities which had made good faith efforts to establish new sites but needed a modest amount of extra time to finish the permit process. A six to 12-month range was under consideration for the additional extension period.

The proposal also extended the effective date for financial assurance requirements to April 9, 1995.

EPA's announcement drew loud

opposition from environmental groups; Waste Management, Inc., BFI, and other waste hauling and disposal companies; the NAACP; and the chairman and ranking minority member of the Senate Environment and Public Works Committee — Senators Max Baucus (D-Mont.) and John Chafee (R-R.I.).

They complained to EPA Administrator Carol Browner that the agency's proposal was too broad, but conceded that some relief might be appropriate for legitimate hardship cases.

In response, EPA has begun revising its proposal and now plans to draft a rule that limits the six-month extension to "small" landfills, with the qualifying size yet to be determined.

Whatever the size, such landfills would need to be in a state which had submitted its solid waste plan to EPA for approval by Oct. 9, 1993.

The agency will also consider an extension for larger landfills. Other conditions, such as a requirement that the landfill have a permit application on file with the state, or other evidence of good faith, might also be included.

There is apparently no significant opposition to an extension of the effective date of the financial assurance requirements. EPA has expressed a willingness to retain their initial position on this provision.

The proposed rule is expected to be published in the *Federal Register* by the end of June.

Slow recovery keeps counties on fiscal edge, House panel told

By Larry Jones
associate legislative director

At a May 20 congressional hearing on the "American Urban Crisis," Prince George's County (Md.) Executive Parris Glendening told members of the panel that "despite the recovery we keep hearing about, counties in all regions, large and small, continue to face fiscal hardship."

He urged members of the House Human Resources and Intergovernmental Relations Subcommittee to approve legislation that embraces NACo's recommendations for creating jobs and restoring local communities to economic health.

In expressing grief over Congress' failure to enact an economic stimulus proposal last month, Glendening said he was disap-



(l-r) Prince George's County (Md.) Executive Parris N. Glendening and Milwaukee (Wis.) Mayor John Norquist recently testified before the House Subcommittee on Human Resources and Intergovernmental Relations in favor of federal aid to local governments.

See *FEDERAL AID*, next page

Superfund bills filed in Congress

By Diane S. Shea
associate legislative director

Senator Frank Lautenberg (D-N.J.) has introduced S. 965 to provide relief for local governments

which own Superfund sites or who have generated or transported ordinary garbage and trash to Superfund sites. The bill is co-sponsored by Senators George Mitchell (D-Maine) and Barbara Boxer (D-Calif.).

An identical bill in the House (H.R. 870) has been introduced by Representatives Robert Torricelli (D-N.J.) and David Dreier (R-Calif.). Rep. Torricelli expressed the need for the bill in a hearing before the House Energy and Commerce Subcommittee on Transportation and Hazardous Materials on May 5. "Many industrial PRPs [potentially responsible parties] have been using local governments as a delaying tactic, knowing that proving that they didn't put toxic wastes into garbage will take years and a lot of money. It's extortion."

The Toxic Cleanup Equity Act of 1993 is a compromise developed among key Senate supporters, environmentalists and local government representatives, including NACo. The legislation contains the following key provisions:

1) Private parties are prevented from bringing "third-party" suits over municipal solid waste (MSW)

and sewage sludge, or against municipal owners or operators of closed solid waste sites. Only the federal government will be allowed to sue generators and transporters of MSW or sewage sludge, or municipal owners or operators of closed waste sites.

2) The bill eases settlement procedures for generators or transporters of MSW or sewage sludge. If EPA decides to sue generators or transporters of MSW or sewage sludge, such parties will be able to

See *SUPERFUND*, next page

INSIDE

☐ NACo's Annual Conference is just a little more than a month away. Complete your registration form today.

See page 3

☐ *County News* takes an in-depth look at strategies for dealing with the nation's garbage in its special report on solid waste.

See pages 5-13



Photo by Donald Murray

(l-r) Vivian E. Watts, Advisory Commission on Intergovernmental Relations, chats with NACo First Vice President Barbara Todd, Pinellas County (Fla.) commissioner; Carole Carpenter, former chair of NACo's Justice and Public Safety Steering Committee; and R. William Ide, president-elect of the American Bar Association, following a symposium on community corrections in Tampa, Fla., May 23-26.

NACo supports empowerment zones

By Haron N. Battle
associate legislative director

In testimony before the House Subcommittee on Economic Growth and Credit Formation, May 27, Hudson County (N.J.) Executive Robert C. Janiszewski said poverty should not be the sole criterion for designating a community as an "empowerment" or "enterprise" zone. Eligibility should also include some indication that a designated community is well-positioned to benefit from the program's intervention, he suggested.

Janiszewski, vice chair of NACo's Economic Development Subcommittee, was commenting on the Administration's proposal to designate 10 distressed communities as empowerment zones and 100 as enterprise communities. This proposal, which is President Clinton's version of the enterprise zone concept, is part of the deficit-reduction package that the House has passed and awaits Senate action.

Janiszewski said that poverty should be used in combination with such factors as the fiscal capacity of the local government to raise revenue in the designated areas, unemployment levels, job loss trends, disinvestment and the availability of investment capital that can be leveraged.

Sharing insights based on successful use of enterprise zones in Hudson County, Janiszewski stressed the need for empowerment/enterprise zones in distressed rural, urban and suburban counties, including agricultural communities that must diversify their economies, areas facing military base closures, and older suburban neighborhoods with high

concentrations of low-income people.

The Administration proposes that roughly one-third of the empowerment/enterprise zones be in rural areas. Indicating that, ideally, every eligible distressed community be designated as a zone, Janiszewski recognizes that limiting the number creates a "demonstration program" to test the effectiveness of concentrating federal resources.

The county executive urged the panel to delete the requirement for a local government matching requirement. In addition to referencing the fiscal distress many counties are experiencing, Janiszewski urged that instead of an explicit financial matching requirement, Congress recognize the substantial monetary and staff costs of preparing the comprehensive strategic plan that is required for participation in the zone/community process as a significant match.

The Administration's plan would allow for some waivers of federal regulations and laws in the zones. Janiszewski recommended waiver of federal labor standards under the Davis-Bacon Act, and possible waiver of transportation regulations to facilitate infrastructure improvements, to name a few.

In addition to grants (up to \$30 million per year for urban and \$10 million for rural zones) and tax incentives, the proposal envisions the coordination of social services, including community policing, in the designated areas. Janiszewski urged that an explicit statement be in the statute giving counties a voice in developing and implementing comprehensive plans, so that counties' current and critical role in delivering and coordinating a vast array of social services be maintained.

SUPERFUND from page 1

avoid high transaction costs and will have their combined liability capped at no more than four percent of total cleanup costs.

3) It eases settlement procedures for municipal owners and operators of closed waste sites. If a county owned or operated a site that takes no waste after the date of enactment, EPA will not require a settlement amount greater than the county's ability to pay and will consider other environmental obligations and public services performed by the local government.

4) Incentives are created for future disposal practices. Beginning three years after the date of enactment, for disposal of MSW or sewage sludge that occurs after such time, parties wishing to take advantage of the legislation's special settlement provisions must have household hazardous waste collection programs, or sewage sludge disposal in compliance with the Clean Water Act, regarding their respective MSW or sewage sludge waste streams.

5) Public rights-of-way are protected. A local government will not be liable for merely owning or maintaining a public right-of-way over which hazardous materials are transported, or for merely granting a business license to a private waste hauler.

6) The legislation secures retroactive relief, and applies to all pending administrative or judicial actions unless a final court judgment has been rendered or a court-approved settlement agreement has been reached.

The bill has drawn vocal opposition from chemical and industrial interests some of whom support a proportional liability scheme based on volume of waste rather than toxicity. Such an approach would require many local government-owned facilities to shoulder most of the cost for a Superfund cleanup.

NACo is seeking additional co-sponsors for both bills. County officials are encouraged to contact their congressional representatives to ask for their support.

County network goes live



Photo by Halle Townsend

(l-r) Mary Uyeda, director, County Health Policy Project; Mike Menius, director of government relations, Motorola Inc.; Patricia Sanders, employment manager, Prince George's County (Md.) Department of Family Services; Jane West, program officer, Milbank Memorial Fund; Marian Vessels, executive director, the Maryland Governor's Committee on Employment of People With Disabilities; and Scott Marshall, director of government relations, American Foundation for the Blind, discuss the implications of the Americans With Disabilities Act in a County-to-County program. (Rear) Signer Roxanne Solomon interprets the discussion.

In mid-May, NACo kicked off programming for its demonstration of the interactive video teleconferencing system, County-to-County (C to C).

Employment and Training

C to C featured a roundtable discussion about summer jobs and educational enrichment. NACo Director of Training and Employment Dick Johnson hosted guests from the Department of Labor and the National Youth Employment Coalition.

They discussed the critical need to employ and train America's youth and speculated on the nature of the jobs stimulus package.

FEDERAL AID from page 1

pointed that the Senate decided to return to gridlock, which led to the defeat of the president's economic stimulus bill.

He told members that "instead of increasing assistance to help counties deal with mounting urban problems, the federal government has significantly reduced federal aid to state and local governments over the last decade. At the same time, cities and counties have been subjected to an enormous increase in the number of unfunded state and federal mandates."

He pointed out that each time a new mandate is enacted, local officials are forced to make the tough decisions which involve raising taxes or cutting back on existing services to offset the cost of implementing the new requirements. While recognizing that many mandates serve a good cause, Glendening said NACo is concerned that cities and counties are being

Skill Arena

Performance improvement consultants from Coopers and Lybrand worked with county officials on the skills needed to "empower" themselves and their county employees.

County as Employer

NACo held a lively, wide-ranging discussion on the implications of the Americans With Disabilities Act (ADA). It involved individuals with disabilities who work for counties and private companies, representatives from county agencies charged with ADA responsibilities, and a moderator from the Milbank Foundation.

The guests related their challenges

in the workplace and in other situations, explained what's being done and can be done by counties, and described resources county officials can use.

Media/Public Affairs

Communications consultant Dale Weiss connected with public affairs officers and others. In the session, he showed how to turn the media from foe to friend by having an agenda, getting it heard and turning negatives to positives.

More programs are scheduled throughout the summer for the nine states involved in the project — California, Florida, Georgia, Illinois, Michigan, Minnesota, North Carolina, Oregon and Texas.

forced to pay for national priorities at the expense of local priorities such as fighting drugs and crime, assisting the homeless, and improving education.

With increased federal assistance, Glendening told members of the panel that local governments can assist the federal government in creating jobs. He mentioned that many counties have delayed funding capital projects because of fiscal stress.

A backlog of \$10 billion in unfunded projects was identified in just 66 counties, according to a recent NACo survey. Funding these projects would create many jobs and help local governments solve

urban problems.

Members were urged to support NACo's economic investment proposal which calls for increased federal assistance for community development; road, bridge and transit projects; a new local partnership program to assist local governments in restoring jobs and public services; base closings; job training; summer youth jobs; and incentives for private investment.

In conclusion, Glendening told the panel that while the plan seems ambitious, "it is what the American people expect. This nation can afford this program. We cannot afford to wait."

County News invites Letters to the Editor

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

NACo ON THE MOVE



Photo by Tom Goodman

Senator Bob Kerrey (D-Neb.) briefs county executives on the budget at a National Council of Elected County Executives breakfast meeting, May 27. (Seated l-r) County Executives Tim Davis, Summit County, Ohio; Andrew O'Rourke, Westchester County, N.Y.; and John Collins, Kenosha County, Wis.

ANNUAL CONFERENCE PREVIEW

Cook County's lakefront calls your name

Chicago's beautiful lakefront will be calling your name as soon as you arrive in Chicago for NACo '93. Here are just some of the exciting adventures that are in store for you.

You won't find any better tennis courts, biking or jogging trails or golf courses than those that run along Chicago's beautiful lakefront parks. If volleyball's your game, head over to North Avenue or Montrose beaches. Or if rollerblading's more your speed, rent a pair and cruise along the lakefront.

For a relaxing day, how about building a sandcastle or catching some sun on one of our beaches? Or what about unwinding on one of Chicago's scenic lunch or dinner cruises?

The lakefront area is also keeper to many of our fine cultural and scientific institutions. Visit the "ocean by the lake," the John G.



COOK COUNTY/NACo '93
NATIONAL ASSOCIATION OF COUNTIES

Shedd Aquarium, to see its more than 6,000 animals from every region of the world, including whales, sharks, otters, penguins, eels and fish.

Reach for the stars at the Adler Planetarium. With three floors of exhibits on astronomy, space exploration, telescopes and navigation, plus a daily sky show, the planetarium will appeal to all.

As the current keepers of some of the world's most treasured visual masterpieces and artifacts, the Museum of Science and Industry, Art Institute and the Field Museum are definitely "must-sees" for you and

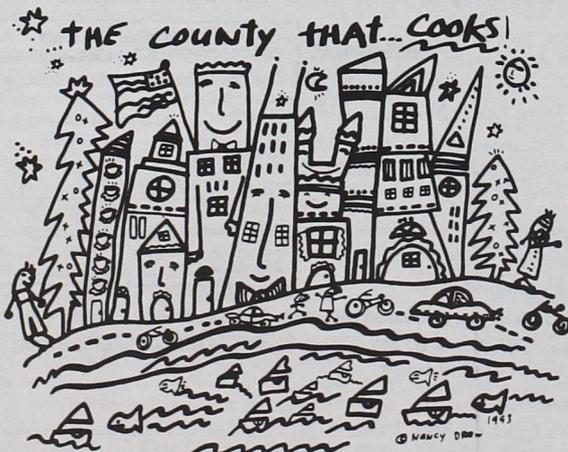
your family.

Visit the jewel of Grant Park, Buckingham Fountain. The evening water and light show is a Chicago favorite. Cap off your day at Chicago's lakefront with a free concert by the Grant Park Symphony and Chorus. Please call ahead for the concert summer schedule, 312/819-0614.

Phone number correction for baseball clinic

The phone number for the baseball clinic published in the last issue of *County News* was incorrect.

The number should be 312/629-6773. It is also the general number to call for information about other leisure activities as well — unless otherwise noted.



THE COUNTY THAT...COOKS!
NACo '93, July 16-20 !!!
CHICAGO

◆ First Lady Hillary Rodham Clinton briefed representatives of several health associations on the Administration's health care proposal, May 25, at George Washington University. Associate Legislative Director **Tom Joseph** and Legislative Assistant **Reginald Johnson** represented NACo. ... Earlier this month, **Joseph** and Associate Legislative Director **Bob Fogel** met with members of the House Energy and Commerce Committee, the committee with jurisdiction over health issues, to talk about the county role in health reform. Meetings were held with Representatives Gary Franks (R-Conn.), Ron Wyden (D-Ore.) and Jim Greenwood (R-Pa.). ... On May 19, **Joseph**, along with **Lynn Ferrell**, executive director of Polk County (Iowa) Health Services, and **Pete Holt**, director of Montgomery County (Md.) Mental Health Addiction and Victim Services, met with Elaine Johnson, acting administrator of the Substance Abuse and Mental Health Services Administration, on intergovernmental issues involving substance abuse and mental health.

◆ On May 17, freshman Congressman Earl Pomeroy (D-N.D.) met with Associate Legislative Director **Bob Fogel** to get an overview of NACo and its policies. **Fogel** later met with the minority staff of the House Energy and Commerce Committee on telecommunications issues. ... **Fogel** was in Hershey, Pa., May 18-19, for the final NACo-sponsored workshop on the Intermodal Surface Transportation Efficiency Act. ... On the 21st, **Fogel**, Executive Director **Larry Naake** and Associate Legislative Director **Amy Wilkins** were in Philadelphia, Pa. where they met with Mayor Edward Rendell and members of the city council on the benefits of NACo membership.

◆ Regina Montoya, director of White House intergovernmental affairs, met with public interest group representatives, May 18, including Associate Legislative Director **Amy Wilkins** and Legislative Assistant **Brian Lagana**, on Regulation E and its effects on state and local Electronic Benefits Transfer (EBT) programs. Under the present EBT system, welfare benefits are not replaceable if lost or stolen. If Regulation E is applied, however, the client would be liable for the first \$50 of loss and the county would be liable for the remainder.

◆ The editorial board of the *Wall Street Journal* met with President **John Stroger**; Monterey County (Calif.) Supervisor **Barbara Shipnuck**, chair of NACo's Task Force to Promote the County Role in Health System Reform; Executive Director **Larry Naake**; and Public Affairs Director **Tom Goodman** at its New York City office, May 24. The primary topic was the impact of the Clinton Administration's health care reform proposal on county governments.

◆ At the Prince George's County (Md.) Environmental Expo, May 22, Research Associate **Naomi Friedman** participated in a panel discussion on recycling and solid waste management strategies.

◆ Senior Research Associate **Neil Bomberg** participated on a panel on the future of private industry councils in the job training system at the Great Lakes Employment Training Association Annual Conference in Indianapolis, Ind., May 23-25.

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

Published biweekly except August by:

National Association of Counties Research Foundation, Inc.

440 First Street, N.W.

Washington, D.C. 20001-2080

202-393-6226 FAX 202-393-2630

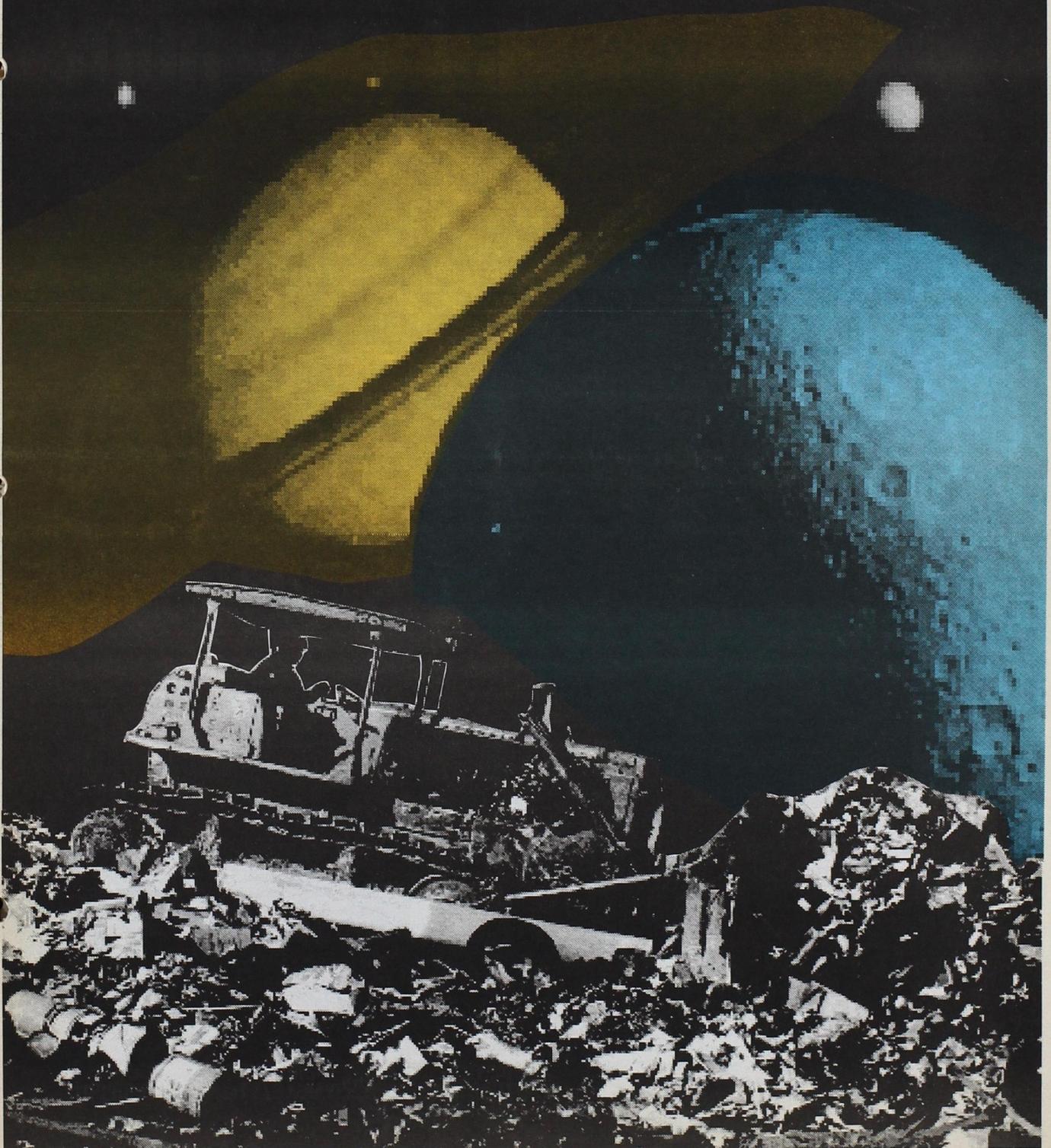
The appearance of paid advertisements in *County News* in no way implies support or endorsement by the National Association of Counties for any of the products, services or messages advertised.

Second class postage paid at Washington D.C. and other offices. Mail subscriptions are \$82.50 per year for non-members; \$55 per year for non-members purchasing multiple copies. Educational institution rate, \$41.25 per year. Member county supplemental subscriptions are \$16.50 each. Send payment with order and address changes to NACo, 440 First St. N.W., Washington, D.C. 20001.

County News cannot be responsible for unsolicited manuscripts.

POSTMASTER: send address changes to *County News*, 440 First St. N.W., Washington, D.C. 20001 (USPS 704-620) • (ISSN: 0744-9798)

FUTURE TRASH: Strategies for Managing the Needs of the Millennium



SOLID WASTE REPORT

Waste prevention: the neglected waste management tool of the '90s

By Naomi Friedman
research associate

In 1989, the EPA unveiled a strategy designed to improve the nation's management of municipal solid waste. Four years later, the principle elements of "integrated waste management" are quite familiar to local officials, however, one component of the solid waste management hierarchy has all but been forgotten.

Source reduction, or the prevention of waste at the source of generation, requires local governments to tread in unfamiliar territory and as a consequence has received little attention as a waste management tool. What is source reduction, why has it been neglected, and what potential does it have to alleviate the local solid waste management burden?

Defining source reduction

Understanding what is and what is not source reduction is frequently the first barrier to implementing a program. Citizens and planners may confuse recycling strategies — which manage waste after generation — with waste prevention measures.

A workable definition for source reduction (consistent with the definition used by EPA) is the reduction in the quantity or toxicity of solid waste entering the waste collection and disposal system. Thus, programs such as "grasscycling" or backyard composting, which reduce the amount of material entering the solid waste collection system and encourage the management of material at the point of generation, can be considered source reduction.

Salvage/reuse centers, which direct waste away from recycling or waste collection systems, and, by extending the useful life of products, reduces the total number of products consumed, can also be considered waste prevention. And, of course, changes in the design of products on the manufacturing level to favor products that are more durable and have minimal toxic content or volume/weight, is source reduction.

Why is source reduction important?

Numerous counties are discovering, much to their disappointment, that despite impressive recycling and composting levels of 35-40 percent, the tonnage of waste deposited at local landfills or incinerators has dropped only slightly. Escalating total and per-capita waste generation rates, combined with the large number of products that are neither recyclable nor compostable, are to blame.

In 1990, the United States generated 196 million tons of residential and commercial/institutional solid waste



In 1990, the United States generated

196 million tons of residential and commercial/institutional solid waste

(or 4.3 pounds per person, per day),

up from 88 million tons in 1960

(2.7 pounds per person, per day).

(or 4.3 pounds per person, per day), up from 88 million tons in 1960 (2.7 pounds per person, per day). Containers and packaging compose one-third, by weight, of municipal solid waste (MSW) and an additional 28 percent consists of non-durable items, such as paper products, plates, cups, magazines and clothing.

Escalating waste generation costs local governments money in materials hauling, processing and disposal expenses. While recycling and composting are desirable, they are not without economic or environmental cost.

Preventing the generation of waste at the source can reduce a county's collection and disposal burden, conserve natural resources, and reduce manufacturing and mining waste. Olmstead County, Minn., for instance, has determined that a 10 percent decrease in MSW generation would result in a county-wide savings of between \$90,000 and \$270,000 in non-fixed costs. (Additional savings can be realized by extending the life of area landfills.)

Source-reduction programming challenges

Source reduction has been difficult for local governments to implement for a number of reasons. First, waste management systems have traditionally focused on collection and disposal infrastructure while source-reduction programs must tackle product manufacture and consumption. Communities have not, typically, interfered in decisions regarding product design or consumer preference, nor vigorously pursued the idea of getting businesses and households to generate less waste.

"There is also concern that source reduction may be anti-prosperity: If we consumed less, we would gener-

ate less waste," says Bette Fishbein from INFORM, Inc., a non-profit research organization specializing in waste-reduction policy. "The challenge is to sustain economic growth while being less wasteful — by increasing efficiency and creating new repair and other jobs. Other industrialized countries enjoy the same standard of living that we do, but generate less waste per capita."

And finally, source reduction is very hard to measure. In the words of Ken Brown of the Minnesota Office of Solid Waste Management, "Source reduction is just not physical." While recycling involves moving material from one place to the next, source reduction involves not creating material in the first place.

Because of the difficulty in measuring waste that does not exist, communities do not typically receive credit toward state waste-diversion goals for implementing waste prevention programs.

Thirty-eight states and the District of Columbia have some sort of

Local source-reduction programs

Given these limitations, how might a county proceed with a source-reduction strategy and what type of programs can it readily implement?

While it is clear that certain changes in product manufacture and design can best occur on a regional or national level, local governments can employ a number of source-reduction strategies which will not only reduce the burden on local collection and disposal systems, but may also serve to pressure product manufacturers to change product design.

Grasscycling/backyard composting

Grasscycling, or "don't bag it" programs, are one of the most common and effective local source-reduction strategies employed. Together, yard and food wastes compose about one-fourth of the municipal solid waste stream, a good portion of which can be retrieved at the source of generation.

Since 1989, King County, Wash. has provided residents with backyard composting bins at a subsidized rate. The county has determined that residents with bins were composting at least 50 percent of their yard wastes at minimal cost to the county. In 1991, Fairfax County, Va.

See PREVENTION, page 13

Publications you can use

The following publications are free, unless otherwise noted.

Solid Waste Contract Negotiation Handbook
EPA (220/B-92/004)
Public Information Center
202/260-7751

The Procurement and Use of Recycled Products: A Primer for Government Officials; and Recycling Markets, Marketing, and Market Development: A Primer for Government Officials, 1993

EPA, Region 3,
841 Chestnut Building
(3HW53),
Philadelphia, PA 19107

Market-Based Planning and Implementation Guide for Local Recycling Programs

Northeast Recycling
Council, 802/254-3636

U.S. Solid Waste Composting Facility Profiles, Volume II

U.S. Conference of Mayors,
202/293-7330

In-Depth Studies of Recycling and Composting Programs: Designs, Cost Results, 1992; and Co-Collection of Recyclables and Mixed Waste: Problems and Opportunities, 1992

Institute for Local
Self-Reliance, 202/232-4108
(Fee charged)

Making Less Garbage: A Planning Guide for Communities
INFORM Inc., 212/689-4040
(Fee charged)

The Biocycle Guide for Maximum Recycling, 1993

BIOCYCLE, 419 State Ave.,
Emmaus, PA 19049
(Fee charged)

The following publications are available at no charge from the EPA RCRA/Superfund Hotline-1/800/424-9346.

General

Characterization of Municipal Solid Waste in the United States: 1990 Update; Executive Summary

530/SW-90-042a

Decision-Makers Guide to Solid Waste Management

530/SW-89-072

(List continued, page 7)

Source-Reduction Planning Tips for Counties

- 1) Establish a local source-reduction policy.
- 2) Set an overall source-reduction goal and determine what is included in this goal. Consider setting separate goals for different waste-generating sectors.
- 3) Determine how you will measure progress toward the source-reduction goal.
- 4) Create a structure to administer and staff the source-reduction program.
- 5) Designate a source-reduction program budget.
- 6) Evaluate your waste stream and determine the components most readily targeted for reduction.
- 7) Implement the program. Provide technical assistance to local businesses and residents. Consider implementing financial or regulatory incentives to encourage waste reduction.
- 8) Evaluate the program's success.

SOLID WASTE REPORT

Across the country, counties join forces for better solid waste management

By Jill Conley
staff writer

Counties across the country are getting bigger bangs from their garbage bucks by banding together with other jurisdictions to improve their solid waste planning, disposal and recycling efforts.

With scarce landfill space and environmental regulation driving up the cost of waste disposal, more and more counties are forming regional partnerships to find cost-effective solutions to their solid waste woes. In fact, a number of states have passed legislation requiring local jurisdictions to form solid waste management districts or become part of a multi-jurisdictional solid waste management district.

The Indiana General Assembly passed such legislation in 1990. Its goal was to develop 20-year waste management plans in each district that would provide a 35 percent reduction in the municipal solid waste going to landfills and incinerators by 1996, and a 50 percent reduction by 2001. In May of 1990, the Northeast Indiana Solid Waste Management District, comprised of four counties — DeKalb, LaGrange, Noble and Steuben — and 24 incorporated municipalities, was the first multi-jurisdictional solid waste district in the state to come on-line.

With input from board members representing each of the participating jurisdictions, the district began its mission by identifying the total amount of waste generated by the region, assessing all of its solid waste facilities and recycling programs, outlining necessary steps for meeting the state-mandated goals, and establishing a budget.

"One of the main strengths of the district approach, is that it allows smaller communities to take advantage of better economies of scale," said Brian Miller, executive director of the district. For example, with its combined resources, the district was able to purchase about \$250,000 worth of composting equipment and launch a program for all of its participants, while few of the communities would have been able to afford such a program on their own.

The district also operates a regional processing center that handles recyclable materials for 15 of its jurisdictions. The others either operate their own programs or contract with private recycling organizations.

Developing an umbrella waste management plan for 28 political jurisdictions is not a simple task. "One disadvantage to the regional solid waste district approach is that you do have to sacrifice local control over decisionmaking," Miller said. "Sometimes you don't get exactly what you want for your community."

But Miller believes the regional



Regionalization allows the pooling of recyclable materials for a better position in the market.

approach to solid waste planning is ultimately beneficial to all communities represented.

Probably the most significant benefit to any kind of regional solid waste management partnership is that a great deal of money can be saved by sharing disposal facilities — especially when new construction is necessary. In New Jersey, two large single-county waste management districts — in Mercer and Atlantic counties — have entered into an interdistrict agreement that will help them meet their state's 60 percent recycling goal.

The Mercer County Improvement Authority (MCIA) and the Atlantic County Utilities Authority (ACUA) are the agencies responsible for implementing their respective district solid waste management plans. Both, they found, have assets the other needs.

MCIA is planning a new mass-burn resource recovery facility that is expected to be operational in early 1996 while ACUA operates a 58,000-square-foot recycling center that can process about 160 tons of recyclables per eight-hour shift. ACUA also has an extensive composting operation and the ability to dispose of bulky industrial wastes.

Under the 20-year interdistrict agreement — effective once the resource recovery facility is on-line — Mercer and Atlantic will share their facilities, enabling both districts to achieve their source-reduction goals and save money at the same time.

Once counties have found cost-effective ways to collect and process recyclables, they must still contend with the third arrow in the recycling triangle: finding markets for the ma-

terials they have processed. It is, perhaps, in this area of solid waste management that the regionalization trend is most visible.

Throughout the country, governments are pooling their recyclables to create the volume of materials necessary to enter large markets and command decent prices.

The Southwest Public Recycling Association (SPRA) is one example of a regional cooperative marketing alliance. An expanded effort of the New Hampshire Resource Recovery Association, SPRA is a non-profit association representing 31 metropolitan areas in six states — Arizona, Colorado, New Mexico, Nevada, Texas and Utah. Its mission includes creating markets for a large volume of recyclables, providing an economic boost to its membership.

By pooling materials and hiring staff to identify markets, negotiate contracts with buyers and coordinate transportation of materials, SPRA provides its member jurisdictions with access to long-term, large-volume markets and good prices for recyclables.

SPRA also works to encourage economic development related to recycling within its region.

Similar efforts in cooperative marketing programs are underway in more than 40 other locations nationwide. If the trend persists, it is likely that Americans will see more products made with recycled materials in the marketplace.

The solid waste regionalization decision

• **Are citizens like-minded?** In a single-county district, citizens are more likely to have similar views about solid waste needs and solutions. When considering participation in a multi-county district, it is important to determine whether residents of the various counties produce similar waste streams and have like opinions about composting, recycling, landfilling and incineration. If opinions and needs are dissimilar, regional board decisions are likely to produce disagreement and dissatisfaction.

• **Will another district's decisions affect your disposal choices?** If a single county district is not self-sufficient in waste disposal and uses out-of-county disposal facilities, policy decisions about these facilities may be made without the county's input. In multi-county districts, all of the citizens using particular facilities are generally represented in the decision-making process.

• **Can the district afford administrative costs?** In single-county districts the county must support all of its administrative costs. In multi-county districts these costs are shared among participants. It is important to remember, however, that multi-county districts may face decision-making costs not incurred by single-county districts. Those might include missed opportunities due to turf battles, or time lost due to the inability of a large body to make an efficient decision.

• **Is the district large enough to support economies of scale?** Large counties that become single-county districts are often able to exploit large economies of scale for most disposal facilities. But small counties may not produce

enough waste to efficiently make use of disposal technologies, particularly landfilling and incineration. In addition, buyers of recyclable materials generally seek out large volumes.

• **Will the district need to accept out-of-district waste?** A multi-county district would generate a large volume of waste, so it may not need to accept out-of-district waste, though it may choose to do so to offset operating costs. Small counties that form single county districts may not have a choice.

• **Is bond financing for facilities feasible?** Large single-county districts and multi-county districts with a larger number of customers are more likely to be able to sell bonds backed by facility fees. Small single-county districts may have to rely on bonds backed by property taxes.

• **Will new facilities be sited within the county?** While single-county districts may have less difficulty with objections to disposal sites within their jurisdiction, they may also have fewer acceptable sites to choose from. Siting facilities in multi-county districts can be contentious as many counties will want to avoid hosting a facility. Waste from smaller districts is easier to contract out to other districts.

(Excerpted from "Issues to Consider in the Solid Waste Management District Decision," by Larry DeBoer, extension specialist, Local Government Finance, Department of Agricultural Economics, Purdue University Cooperative Extension.)

More publications you can use

Environmental Fact Sheet
530/SW-91-025
Sites for Our Solid Waste: A Guidebook for Public Involvement
530/SW-90-019

Source Reduction

Characterization of Products Containing Lead and Cadmium in Municipal Solid Waste in the United States, 1970 to 2000: Executive Summary

530/SW-89-015c

Characterization of Products Containing Mercury in Municipal Solid Waste in the United States, 1970-2000: Executive Summary

530/S-92-013

The Consumer's Handbook for Reducing Solid Waste

530/K-92-003

Household Hazardous Waste: Bibliography of Useful References and List of State Experts

530/SW-88-014

Unit Pricing: Providing an Incentive to Reduce Waste

530/SW-91-005

Variable Rates in Solid Waste: Handbook for Solid Waste Officials: Executive Summary

530/SW-90-084a

Recycling

Procurement Guidelines for Government Agencies

530/SW-91-011

Summary of Markets for Scrap Tires

530/SW-90-074b

Summary of Markets for Recovered Glass

530/SW-90-071b

Incineration

Characterization of Municipal Waste Combustion Ash, Ash Extracts and Leachates: Executive Summary

530/SW-91-029b

Landfilling

Criteria for Solid Waste Disposal Facilities: A Guide for Owners/Operators

530/SW-91-089

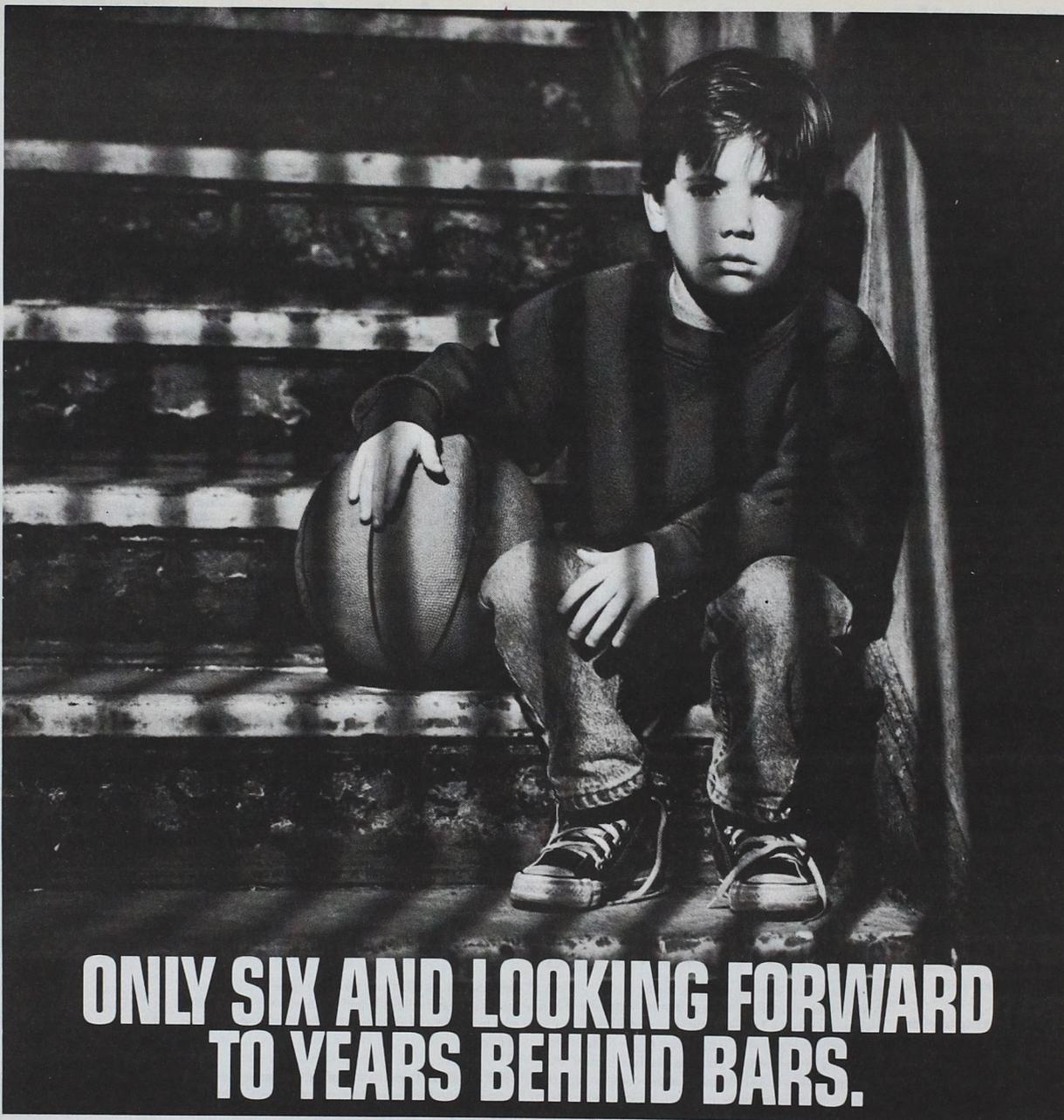
Solid Waste Disposal Facility Criteria: Final Rule (Oct. 9, 1991)

OSWFR91004

Safer Disposal for Solid Waste: The Federal Regulations for Landfills (March 1993)

530/SW-91-092

(List continued, page 10)



ONLY SIX AND LOOKING FORWARD TO YEARS BEHIND BARS.

In America today, one out of five children lives in poverty. And if a poor child doesn't get help by the age of six, experts predict he's more likely to drop out of high school, live on welfare and even spend a lifetime in and out of jail.

But this bleak future can be changed. Early intervention programs like Success by Six have proven that quality help early on gives a child

a better chance in life. To reach more children, these programs need help from people like you. People to answer the phone, fix things, raise funds, or work directly with the kids.

Whether you donate your professional skills or read stories to a child, an hour of your time can make a world of difference. Call **1-800-733-5400** to see what's needed in your area.



The Academy for
State and Local
Government

CHANGE THE WORLD OF A CHILD AND YOU CHANGE THE WORLD.

Solid waste financing: critical questions abound

By Thomas K. Downs
Ice Miller Donadio & Ryan

When looking to finance solid waste projects, county officials will almost always be faced with a series of questions about two issues. The first is what revenue stream or source will secure the bonds. The second is whether the bonds will be exempt from federal taxes. Answers to these questions will be critical in determining the capital costs of a facility.

Revenue stream issues

While the legal authority varies from state to state, there are a number of ways in which a county might pay debt service on the bonds issued to finance the landfill. The simplest and most marketable type of bond is an unlimited tax bond — typically known across the country as a "general obligation bond." The county agrees to levy property taxes without limitation under the state's laws. In some states, however, there are limits on tax rates or levies for many purposes, including capital financing.

A less secure type of bond, the limited tax bond, relies on rating agencies, investor analysts, financial consultants, lawyers and county officials' agreeing that limited taxes would be sufficient to pay debt service on the bonds.

A third type of bond, the revenue bond, services its debt — as the name implies — from facility-generated revenues, like tipping fees

or recyclables sales.

Regardless of the revenue source, the investing public will want to see a feasibility study to determine whether there will be enough revenues generated by the project to pay for its operation and maintenance expenses, debt service on the bonds, funding or replenishing a debt service reserve, and facility expansion or improvements.

How attractive revenue bonds are to the market depends upon several factors. If a local government has a monopoly (like some utilities) under state law and covenants to set its rates high enough to pay the costs described, the bonds are probably going to be ratable and marketable.

If, on the other hand, the local government does not have a monopoly, the rate covenant doesn't mean as much and the feasibility study must deal with how the project will generate the gross revenues necessary to fully secure the bonds.

States also vary as to their willingness to grant counties the legal authority to control the flow of waste flow control by statute. Further fogging the picture, federal case law is developing so quickly that it would be difficult for a county faced with the decision to implement flow control to have unqualified legal comfort that flow control would be enforceable. Therefore, the idea of having monopoly for the landfill may be problematic.

One of the ways to get around the revenue bond concerns is to back the bonds with unlimited or limited tax pledges, or with other funds that are available to local governments.

Federal tax law issues

It is clearly preferable for landfill bonds to be tax-exempt because a county would pay approximately two percentage points less for long-term debt if the bonds are exempt from federal taxes.

At first blush, it would seem that a public-purpose capital project like a landfill should qualify as tax-exempt. The general rule is that a landfill that is owned and operated by a county and that is available for general public use on a first-come, first-served basis should qualify. This is still generally true as long as the fees charged for use of the landfill are according to a publicly adopted and uniform rate schedule, and as long as there is not more than 10 percent private use and private payments for the facilities.

There are, however, many traps for the unwary in solid waste financings under the federal tax laws. For example, one way to help solve the no-monopoly problem in the revenue bond context is to enter into contracts with private haulers to bring waste to the landfill to generate tipping fees to create enough revenue for financing. If those haulers have special arrangements to use the facilities, however, they may jointly or severally use more than 10 percent of the facilities and violate the 10 percent private-use test.

If they also pay, singly or collectively, more than 10 percent of the debt service on the bonds, the tax-exempt status of the bond could be in question. Contracts for the purchase of by-products could also violate these tests as could contracts for the operation and management of the landfill.

Private activity bonds

Assume for a moment that the county must have a professional manager and long-term contracts in order to run its landfill efficiently and make its revenue bonds marketable. In that case the county still may be able to issue tax-exempt private activity bonds.

There are a number of detailed rules for private activity bonds that the county must comply with in order to remain tax-exempt. For example, 95 percent of the proceeds must be spent for the facility and the "solid waste," as defined in the Internal Revenue Code, must be generally useless, unused, unwanted or discarded material with no value at the place where it is located when bonds are issued.

Believe it or not, tax attorneys can spend hours, if not days, debating whether material generally considered as garbage is, in fact, solid waste for these purposes.

If the facility is not government-owned, the county must obtain an allocation of a volume cap from the authority in its state. There are rules in each jurisdiction telling counties and other bond issuers how they may procure a volume cap from the

state. The federal government sets the volume cap for each state pursuant to a formula in the Internal Revenue Code.

In addition to these restrictions, no more than 25 percent of the bonds proceeds may be used for acquiring land (this could be a frequent problem with landfills); the average maturity of the bonds may not exceed 120 percent of the average economic life of the facility; a public hearing under federal law (and in addition to any state law public hearings) must be held; and to the chagrin of bond lawyers and rate analysts, no more than two percent of the bond proceeds may be spent on issuance costs.

Taxable bonds

The final alternative may be to issue taxable bonds. For example, if some of the equipment is for recycling, and there will be useful byproducts generated at the landfill, it may be that the equipment used at a particular stage in the process cannot be financed as tax-exempt. Thus, a second series of bonds may be issued on a taxable basis.

A county may decide to issue taxable bonds for an entire project. The consequences of issuing taxable bonds include both the higher interest rates already mentioned, a more limited market, and the possibility that the bonds will need to be registered with the Securities and Exchange Commission.

(Downs is an attorney with Ice Miller Donadio & Ryan, Indianapolis, Ind.)

Partnership investigates ways to remove heavy metals from mixed-waste composting

By Randy Johnson, commissioner
Hennepin County, Minn.

Local governments in the United States are faced with great challenges in managing the solid waste generated in their communities. We must contend with closure of existing landfills, obstacles to siting new ones, and state and federal mandates. These factors make it even more difficult to implement solid waste management programs that are safe and acceptable to citizens — at a cost we can afford.

Even with the implementation of state-of-the-art recycling programs, real-life experience in other nations and in the most progressive U.S. communities indicates that few U.S. jurisdictions will reach an honest 50 percent recycling rate by the end of this decade. That leaves a substantial proportion of the waste stream to be managed through other means.

In response to these conditions,

many communities in the United States are examining the role that composting of the organic fraction of their municipal solid waste stream can play in their integrated solid waste management system. Mixed organic waste composting, however, does not have a strong track record in the United States. There are some specific concerns that must be addressed before it is accepted as a significant solid waste management option for cities and counties.

Heavy metal contamination in the compost is a problem. Lead, mercury, cadmium and other like metals are highly toxic. If counties and cities are to integrate mixed organic waste composting into their solid

waste management system, we must be assured that the compost product is not hazardous and that its use will be acceptable to our citizens.

However, most of the existing research related to contamination levels is currently focused on compost made from sludge and yard waste rather than mixed waste.

Public Technology, Inc. (PTI), along with the Urban Consortium Environmental Task Force, local governments, EPA and private companies involved in solid waste management, are undertaking a research project to address the issues of heavy metal diversion from composting streams. Phase I of the project is already underway with the assembly of an advisory

team, which represents public and private partners.

The project plan includes two local governments, Hennepin County, Minn., and San Diego, Calif., in the evaluation and testing of diversion strategies. Hennepin County is currently reviewing, with its neighboring counties, the implementation of a shared waste program that would include the development of a regional mixed waste composting facility. San Diego is in negotiations for construction of a 300,000-ton-per-year mixed-waste composting facility.

These local governments will conduct an analysis of the waste composition from residential and commercial/industrial waste streams, determine baseline heavy metal levels in finished compost, determine and implement diversion strategies, and conduct post-implementation analyses of the compost.

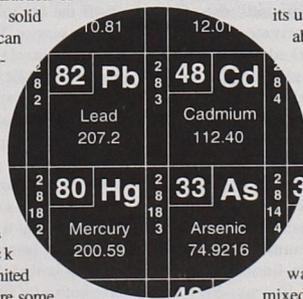
The project results and recommendations will be relevant and transferable to other waste manage-

ment systems, including landfill operations and waste-to-energy incinerators, and to the public and private operators of composting facilities.

In other areas of solid waste management, PTI is assembling a decision-support package for local governments that addresses methane recovery and utilization from landfills. This project was described in the Nov. 23, 1992 issue of *County News*. The package will include a compilation of case studies of local government-owned methane recovery systems; methane utilization options, including a list of potential vendors; and a model Request for Proposal for methane recovery system development.

For more information on diversion of heavy metals from compost and on methane from landfills, please contact Annette Osso, PTI, 1301 Pennsylvania Ave., N.W., Washington, DC 20004.

(Randy Johnson chairs the Urban Consortium Environmental Task Force.)



More publications you can use

Used Oil

How to Set Up a Local Program to Recycle Used Oil
530/SW-89-039a

Educational Materials

Let's Reduce and Recycle: A Curriculum for Solid Waste Awareness

530/SW-90-005

School Recycling Programs: A Handbook for Educators

530/SW-90-023

Newsletters

Native American Network

Reusable News

Used Oil Recycling

(Free subscriptions, which include back issues, are available through the Hotline.)

The following publications are available at no charge from the EPA Center for Environmental Research Information - 513/569-7562.

Municipal Solid Wastes & Related Materials

Design and Construction of RCRA/CERCLA Final Covers
625/4-91/025

Handbook: Material Recovery Facilities for Municipal Solid Waste

625/6-91/031

Guides to Pollution Prevention

The Pesticide Formulating Industry

625/7-90/004

The Paint Manufacturing Industry

625/7-90/005

Selected Hospital Waste Streams

625/7-90/009

The following publications are available for a fee from the National Technical Information Services, 703/487-4650.

Addendum for the Regulatory Impact Analysis for the Final Criteria for Municipal Solid Waste Landfills

PB92-100-858

(List continued, page 11)

Privatization: a good choice

By Bruce Parker
National Solid Wastes Management Association

You may recall from Greek mythology the case of poor Sisyphus, who was condemned in Hell to push a boulder up the side of a hill. Each time he reached the top, the boulder rolled back to the bottom, where Sisyphus had to return and start over again.

As much as county officials must feel like this mythical character — given unfunded federal and state environmental mandates — today's county government official has two distinct advantages: technology and the ability to hire out. Imagine what Sisyphus could have done with a crane or a forklift — even better, with an RFP to bid out the job to a private firm!

We can all agree that local government has a fundamental responsibility to ensure public health and safety. Making sure the trash is managed properly is part of that responsibility. But, to conclude from this premise that government must provide waste services is to take a Sisyphian perspective.

Given the readiness, availability and experience of waste service companies throughout the United States, one must ask why local government would ever want to maintain a fleet of hauling trucks, jump into the fluctuations of world recycling markets, raise capital for a landfill or material recovery facility, and assume potential downstream environmental liabilities. Unless waste service is simply not available in your county, why would you want to take on work force issues, liability issues, changing technology issues — the hassles that for-profit companies must and do deal with daily?

Here's what private waste service companies offer: Hauling and sweeping firms are turning to evermore efficient technologies. Recycling companies are investing hundreds of millions of dollars in plant and equipment, not to mention penetrating world commodity markets. Private disposal firms are engineering landfills to today's standards (and beyond), using economies of scale to keep costs down and working with communities on the most satisfactory locations and conditions of operation. Many landfills are adding customized services to meet the

full range of waste generators' needs.

It is occasionally said that the complexity and stringency of many of today's waste-management laws and regulations encourage public ownership. But, consider this: Private firms are helping to achieve some of the highest recycling rates in the United States. They are offering state-of-the-art land disposal to communities of all sizes. They are investing in some of the most energy-efficient vehicles on the road, and they are making composting facilities truly neighborly. I have yet to see a mandate that cannot be effectively met by private industry.

True, private waste service companies do not serve all communities, just most of them. When commercial services are not available, the public sector has every right to consider performing the service itself. Indeed, private companies invite competition from the public sector even in communities where they do operate, as long as the competition is fair — that is, all costs are fully accounted for to allow a true comparison of relative efficiencies. That private refuse collection is cheaper is a fact that has been documented several times within the past 10 years.

Perhaps it is the proven efficiency, quality and cost-effectiveness of private companies that has sparked legislation in some states requiring communities to seek out the private sector before spending public dollars on the same kinds of services and facilities. Privatization is the responsible choice in response to continued stresses and strains in county and municipal budgets.

The bottom line: Try us, we know you'll like us. Sisyphus certainly would have.

(Parker is the general counsel and managing director for policy and implementation, National Solid Wastes Management Association (NSWMA). NSWMA is a trade association representing the interests of private waste management corporations.)

SOLID WASTE REPORT

Privatization: saves no money in the long run

By H. Lanier Hickman, Jr.
Solid Waste Association of North America

Tough economic times continue in many parts of North America. Nowhere is this more obvious than

at the local government level. Tax revenues are down and local governments are scrambling to find enough dollars to continue funding entitlement programs —

those programs that must have support from the tax base. Programs such as law enforcement, fire protection, housing and schools are in real trouble. And the end is not in sight.

As counties look for ways to cut their budgets, municipal solid waste management (MSWM) budgets receive close scrutiny. If those programs are on the public dole (funded from the tax base), policy-makers seek to get them off the tax base and into someone else's checkbook. In these attempts, policy-makers have a limited number of options:

- If the program is government-owned and operated, put it on a user fee basis.
- If the program is government-owned and operated, contract it out.
- If the program is contracted out and on the tax base, put it on a user fee basis.

None of these approaches takes the cost of MSWM off the shoulders of local government. With shrinking tax revenue, taxes will not be lowered if MSWM services go off the tax rolls and become a user fee service. What will actually result is indirect taxing without the benefit of public vote. Either way, the service will still have to be paid for by the generator.

The misconception that a local government will save money if the service is contracted out is foolish. The tax money saved will be spent elsewhere, and the tax rate will increase, not lessen. What actually happens is that the generator will have both a tax bill and a trash bill.

This raises the question, "Are contractor services inherently cheaper than the same level of service provided by a publicly owned and operated system?" There is no simple answer to this question — sometimes it is "yes" and sometimes it is "no." Policy-makers need to understand several facts when making decisions about how

to fund MSWM services and who should provide these services:

1) An MSWM system is a utility service just like water, sewer and electricity. These are regulated utilities, and they make money. If this is the case, why give away an opportunity to make money by giving the goodies away to Big Brother Trash, Ltd.? Why not treat MSWM like the utility it is and set rates, make a buck or two and help pay some of the bills?

2) The public sector is often inefficient because of the way it operates. Very few private sector companies change their boards of directors and CEOs every two to four years. If they do so, it is because they are in trouble and Chapter 11 is just around the corner.

With continual changes in the body politic at the local government level, is it any wonder that MSWM systems falter under continuing policy changes? Why not establish a system that is not affected that way? Keep the politics out of trash and get the work done. Move the MSWM system to an independent authority funded by the enterprise approach. Stop beating the system to death with political mood swings and let the professionals and the contractors get the job done.

3) The public sector has a number of economic advantages that it should use for the public good: no taxes, cheaper money and no profit markup. All of these present an opportunity for counties to own and operate MSWM systems at less cost, make a buck or two for the citizenry and at the same time, save the user a buck or two. However, if the policy-makers decide that use of contractor services is the desired approach they should make the process competitive, keep the savings that are natural part of a county-owned and operated system in mind and see to it that those savings are a part of any contract services.

Finally, don't fool the public into thinking that it is going to see any tax or dollar relief from going from a tax-funded, owned and operated system to a private contractor service, or to a public user fee-funded system.

While the cost for service may be removed from the tax rolls, the cost for the service will still be there. In fact, the overall out-of-pocket costs will no doubt be more because the tax remains and user fees are added. MSWM costs money. The public deserves to know what those costs are, so it won't try to save pennies when it is actually wasting dollars.

(Hickman is the executive director of the Solid Waste Association of North America (SWANA). This article was adapted from "Municipal Solid Waste News," published by SWANA.)



SOLID WASTE REPORT

Courts deliver one-two punch to counties

By Barbara Paley
Culter & Stanfield

In March, a federal district court invalidated ordinances enacted by four Alabama counties and 32 cities and towns requiring that all solid waste collected within their communities be delivered only to municipal waste disposal facilities operated by the Southeast Alabama Solid Waste Disposal Authority. The authority was created in response to an Alabama state law requiring every county and city to develop and adopt a comprehensive solid waste management plan.

The authority plans to build a regional landfill and three waste disposal transfer stations to be financed by revenue bonds secured by the pledge of all money received by the authority as fees and charges at the facility.

Each member government entered into a contract with the Authority to adopt a flow control ordinance which would have the effect of mandating that all solid waste collected within its boundaries by public or private collectors be delivered only to the authority's facility. Governments could either prohibit disposal elsewhere or impose onerous reporting requirements on out-of-state disposal. The contracts also required that each member government not authorize or approve any competing disposal sites within its borders.

The court invalidated the flow

control ordinances on the ground that they violated the commerce clause of the U.S. Constitution. "The commerce clause prohibits states and their local governments from taking actions that interfere with the free flow of trade among the states unless the interference is ... justified by a valid factor unrelated to economic protectionism," the court stated.

The court's decision rejected the local governments' argument that their ordinances were not subject to the commerce clause because the governments were acting in their capacity as "market participants" and not regulators.

Under the market participant theory, a government that enters the marketplace — on the same basis as private businesses — is free to exercise its independent discretion as to the parties with whom it will deal without commerce clause restrictions.

However, the court ruled that the Alabama counties and cities were not participants in the solid waste disposal market (for example, they did not operate their own solid waste facilities), and only issued the ordinances in question to assure the economic success of the authority, a separate entity. Since they were not market participants, they were not entitled to ignore the requirements of the commerce clause.

Court requires revision of small landfill regs

When the EPA issued its Subtitle

D municipal landfill regulations in the fall of 1991, it excluded small landfills from compliance with some provisions, including groundwater monitoring. Small landfills were narrowly defined by EPA to include only those that take less than 20 tons of municipal solid waste a day and serve either a community where access to a regional waste management facility is prevented by interruptions in surface transportation for at least three consecutive months each year (principally Alaska), or a community that has no practicable waste management, and which is in an area which receives 25 inches or less of precipitation annually (principally the sparsely populated areas of the Great Plains, Texas and the Great Basin). To qualify for the exemption, the small landfill also must show no evidence of existing groundwater contamination.

Ruling on a challenge brought by the Sierra Club, the Natural Resources Defense Council and other environmental groups, the U.S. Court of Appeals for the District of Columbia held that EPA had no authority to exempt small landfills from general groundwater monitoring requirements of the landfill regulations.

The court declared that Section 4010(c) of the Resource Conservation and Recovery Act (RCRA) specifically mandated that EPA issue revised municipal landfill criteria that required groundwater monitoring "as necessary to detect

contamination at facilities that may receive hazardous household waste or small-quantity generator waste."

The court stated that RCRA allows landfills to be exempted from groundwater monitoring only if the EPA can establish that such monitoring is not "necessary to detect contamination."

Although the regulations grant relief from groundwater monitoring to a very limited group of landfills which meet the definition of "small landfills," the court determined that EPA presented no evidence — either in the administrative record of the rulemaking or at trial — that groundwater monitoring is not "necessary to detect contamination" at "small landfills." The court also concluded that the groundwater monitoring is not necessary to detect contamination for a particular type or class of landfill.

Therefore, the court overturned the exemption and sent the issue back to EPA. The agency may revise Part 258 to exempt certain landfills from groundwater monitoring if it develops a record which demonstrates that for those small landfills, groundwater monitoring is not necessary to detect contamination. Until EPA does so, all communities, even those with small landfills in arid climates, must comply with the groundwater monitoring requirements.

(Barbara Paley is an associate in the Washington, D.C. law firm of Culter & Stanfield.)

Help for the harried solid waste manager

Rechargeable Battery Take-Back Program

The Portable Rechargeable Battery Association (PRBA) has launched a national take-back program for used nickel cadmium (Ni-Cd) and consumer-type lead acid (SLA) batteries. All brands of consumer-type sealed nickel cadmium batteries will be accepted. Battery pack configurations — both consumer and commercial/professional types — will also be accepted, but they must be removed from the product or device that contained them. PRBA-member battery manufacturers will pay for the recycling of the used batteries.

To learn how your county can get involved, contact: PRBA, 1000 Parkwood Circle, Suite 430, Atlanta, GA 30339.

Steel Can Recycling Promotion Kit

The Steel Can Recycling Institute (SCRI) is offering a multimedia program to counties for use by recycling coordinators in promoting steel can recycling.

Among other items, the kit includes posters, video and audio public service announcements

(PSAs). In the spirit of recycling, kit materials are made from recycled stock.

For more information, contact: SCRI, Foster Plaza X, 680 Andersen Dr., Pittsburgh, PA 15220, 800/876-7274.

EPA New Technology Evaluations

EPA's MIT (Municipal Solid Waste Innovative Technology Evaluation Program) provides a mighty boost to those hoping to cut through an increasing barrage of new requirements and solid waste technologies.

The program is charged with providing objective information to public officials and solid waste managers about innovative technologies and their future in the management of solid waste. A MITE evaluation, published in reports issued by EPA, includes environmental monitoring, engineering assessments and economic feasibility analyses. Some of the technologies already evaluated include: landfill "mining" in Collier County, Fla.; retrofit technology that allows the simultaneous disposal of municipal solid waste and

sewage sludge in an existing waste-to-energy plant; and weight-based collection of municipal solid waste as a waste-reduction measure.

To receive more information about the MITE Program, contact: Lynnann Hitchens, MITE Program manager, U.S. EPA/Risk Reduction Engineering Laboratory, 5995 Center Hill Road, Cincinnati, OH 45224, 513/569-7672.

Used-Oil Collection Program

Each year approximately 200 million gallons of used oil is generated by do-it-yourself (DIY) oil changers, and it is estimated that less than 10 percent of that oil is collected and recycled.

To address this problem, the American Petroleum Institute (API) has established a Used Motor Oil Program to promote the collection and recycling of used oil nationwide. The program involves working with state and local governments to increase the number of permanent used-oil collection centers for the

DIYer.

API's member companies have already established more than 7,000 voluntary used-oil collection locations nationwide. Several publications are available to assist local governments in the implementation of used-oil collection programs.

In particular, API has produced "A Guidebook for Implementing Curbside and Drop-off Used Motor Oil Collection Programs" which is based on national surveys of existing programs and includes examples of budgets, procedures, equipment and model programs that are currently working.

Also available is a public relations kit containing a model public relations campaign and camera-ready materials which can be personalized for the respective municipality. This publication will assist local governments in cost-effective promotion of their used-oil collection programs.

For more information, or to obtain a copy of these materials, please call Leah Moebius at 202/682-8229.

More publications you can use

Analysis of U.S. Municipal Waste Combustion Operating Practices

PB89-220-578

Charging Households for Waste Collection and Disposal: The Effects of Weight or Volume-Based Pricing on Solid Waste Management

PB91-111-484

Markets for Scrap Tires

PB92-115-252

Preliminary Use and Substitutes Analysis of Lead and Cadmium in Products in Municipal Solid Waste

PB92-162-551

Promoting Source Reduction and Recyclability in the Marketplace

PB90-163-122

States' Efforts to Promote Lead-Acid Battery Recycling

PB92-119-965

Variable Rates in Solid Waste: Handbook for Solid Waste Officials

PB90-272-063

Yard Waste Composting: A Study of Eight Programs

PB90-163-114

Markets for Recovered Glass

530/SW-90-071A

For assistance in obtaining publications, or for more information, call Naomi Friedman, NACo solid waste project coordinator, 202/942-4262.

**RADON.
THE
HEALTH
HAZARD
IN YOUR
HOME
THAT HAS
A SIMPLE
SOLUTION.**

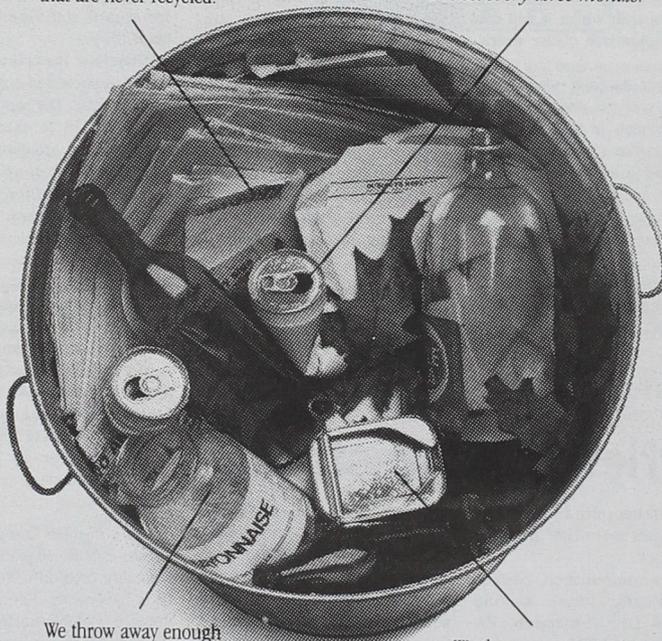
Call
1-800-SOS-RADON
to get your Radon
test information.



TAKE A FEW MINUTES TO GO THROUGH YOUR GARBAGE.

Every Sunday, more than 500,000 trees are used to produce the 88% of newspapers that are never recycled.

American consumers and industry throw away enough aluminum to rebuild our entire commercial airfleet *every three months*.



We throw away enough glass bottles and jars to fill the 1,350-foot twin towers of New York's World Trade Center *every two weeks*.

We throw away enough iron and steel to *continuously* supply all the nation's automakers.

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

Not only are we running out of resources to make the products we need, but we're running out of places to put what's left over.

For more information on recycling, call the California Department of Conservation, Division of Recycling, at 1-800-327-9886, or write Environmental Defense Fund, 257 Park Ave. South, New York, NY 10010.

The few minutes you take to learn how to recycle will spare us all a lot of garbage later.

**IF YOU'RE NOT RECYCLING
YOU'RE THROWING IT ALL AWAY.**



© 1988 EDF

SOLID WASTE REPORT

Germany institutes radical solid waste reduction program

Q. What measures has Germany taken recently to reduce the amount of packaging in its waste stream?

Germany has passed a radical packaging ordinance that makes industry responsible for taking back its packages, and reusing or recycling them. The law encompasses all three forms of packaging: the primary package, needed to hold the product (the soup can, the toothpaste tube); the secondary package, which performs marketing or anti-theft functions (the box around the toothpaste tube); and transport packaging (shipping containers, pallets, etc.)

German industry responded by creating a non-profit company that includes retailers, packagers, consumer product manufacturers and suppliers to manage the primary packaging: Duales System Deutschland (DSD). The company is responsible for the collection and sorting of packaging waste, paralleling the municipal solid waste system.

DSD licenses a Green Dot to companies to apply to their packaging, which guarantees that the packages can be recycled. Fees collected for licensing these dots provide the funding for DSD.

Q. What are the goals of the German packaging recycling laws and when were they initiated?

The immediate goal of the German packaging ordinance, passed in June 1991, is to substantially reduce the amount of packaging waste that goes to landfills and incinerators. Packaging accounts for about one-third of municipal solid waste by weight. Germany is running out of landfill space, and there is strong public opposition to the siting of new incinerators.

A longer-term goal is to develop a better system of materials management. Minister for the Environ-

ment Klaus Topfer has said that in the future, managing goods after they are discarded will be as important to companies as providing goods for consumers.

Q. Please describe how the Green Dot program came about.

The ordinance required retailers to provide bins so that consumers could bring primary packaging back to the store: old soup cans, peanut butter jars and soap boxes. What is at stake here is more than eight million metric tons of packaging per year, or 100-200 billion packages.

The ordinance also mandates deposits on many non-refillable containers. There is a provision, however, that industry can get an exemption from these regulations if it increases a system to take back the packaging and reuse and recycle it outside of the public waste stream.

As expected, industry designed its own system using the Green Dot. By January 1993, DSD had gained an exemption from each of the 16 German states and the dual system went into effect.

Q. Is there any evidence to suggest that the German laws have caused changes in the design of products to favor source reduction and recycling goals?

The system is too new for any comprehensive documentation of impacts, but there is anecdotal evidence of source reduction. Topfer has said that secondary packaging — the outer boxes for toothpaste and liquor, blister packs and other packaging that promotes marketing and reduces theft — has virtually disappeared. Retailers are pressuring their suppliers to reduce secondary packaging, so they don't have to pay for managing it.

There also appears to be a shift to reusable shipping containers — an-

other source-reduction initiative. The refill rate for beverage containers has recently increased to 75 percent.

It is important to note that the packaging ordinance is just the first in a series of ordinances requiring industry to take back what it makes. Within the next year, Germany is expected to pass ordinances requiring the take-back of cars and electronic equipment such as computers and TVs.

Major changes have occurred in the auto and computer industries as a result. Cars and computers are being designed for disassembly and recycling. The numbers of fasteners have been reduced, along with the number of materials used. Plastic resins are coded for recycling, and materials that are difficult to recycle are being eliminated.

Q. Do you think it makes economic or environmental sense to require the collection and recycling of low-grade packaging materials?

For industry to operate its own system, it must meet the recycling goals set by the ordinance. These are very high, ranging from 64 percent to 72 percent by material for 1995, but there is a serious question about the cost-effectiveness of pushing recycling to these levels. How much is it worth to increase recycling another percentage point? Are the recycling technologies always better for the environment than disposal? Lifecycle analysis is underway in Germany to help answer these questions.

Q. Is it true that the German program has flooded European wastepaper markets and hurt growing recycling programs in other European countries?

The pace of collecting recyclable materials has outstripped recycling



Jefferson County, Ky. has linked kids, plastic milk containers and recycling to save landfill space and equip a local park with outdoor furniture. The picnic table, trash barrel and park benches pictured here are made from recycled plastic milk containers, gathered from elementary school children, and reprocessed into "plastic wood." Jefferson County Commissioner Irv Maze plans to expand the program which has received enthusiastic support from the public.

capacity in Germany, as there was political pressure to get the system operative quickly. German packaging materials are flooding world markets. It is not clear if these disruptions are due to the phasing in of the new system or if this will be a long-term problem.

The plastics industry has said it cannot meet the 64 percent recycling goal set for 1995, and Germany is now experimenting with chemical recycling — reducing the material to basic polymers in oil refineries.

If this technology proves successful, it could greatly increase the plastic recycling capacity within Germany and reduce the amount of materials sent to other countries. If chemical recycling does not prove feasible for economic or environmental reasons, the plastics industries will have great difficulties meeting the recycling quota of 64 percent by 1995.

Q. Do you think that a requirement for industry to take back packaging and other materials

could work in this country?

It is important to separate concepts from strategies. It's uncertain whether a take-back strategy would work here for packaging given the size of the country, and antitrust laws that might prohibit companies from working together as they are under Germany's dual system.

The concept, however, is a different matter. By using taxpayer dollars to fund waste management, as we do, we are subsidizing wastefulness. We could make industry more responsible for its products and packages by internalizing waste-management costs. This could encourage the design and production of products and packages that are less wasteful and more recyclable. There are a variety of strategies that could be used to accomplish this, such as advanced disposal fees.

(INFORM is a national non-profit research organization that investigates and develops strategies for a better environment. For more information, call 212/689-4040.)

PREVENTION from page 6

launched a yard waste reduction program called YIMBY (Yes, In My Back Yard). Through YIMBY, which includes home composting, grasscycling and landscape alteration, the county hopes to divert at least 20,000 tons of material from the waste stream annually. County-sponsored backyard composting programs typically provide technical assistance to homeowners in addition to providing bins.

Salvage/reuse centers

In December 1992, the Montgomery County (Md.) Council passed resolutions incorporating source reduction into its MSW planning projections. The county's waste genera-

tion projection assumes no increase in the per household and per employee waste generation rates over 1992 levels. In late 1991, the county increased its emphasis on waste prevention by designating a source-reduction staff member.

Montgomery County kicked off its source-reduction strategy with its "Don't dump. Donate!" program, aimed at rescuing used and surplus building materials.

Citizens and businesses bring building materials to the transfer station, where they are stored and subsequently picked up by the Loading Dock, a non-profit organization that distributes the construction material to housing groups, daycare centers and

other non-profit organizations. To date, the county has collected about 40 tons of reusable material, valued at tens of thousands of dollars.

Sonoma County, Calif. contracts with a local non-profit organization, Garbage Reincarnation, to salvage reusable household items, such as appliances, bicycle parts, books, tires, wine bottles, and building materials, from two disposal sites. In Alameda County, Calif., Urban Ore, a materials salvage business, recovered about the same tonnage of material from Berkeley residents through its two drop-off depots, as the city recovered through its entire curbside recycling program.

Other initiatives

Ample opportunities exist for county government to practice source reduction in their own offices and buildings. A staff of 350 in the Itasca County (Minn.) courthouse and road and bridges department, for example, reduced the amount of waste they generated by approximately 13 percent, saving \$46,198 that year, not including the savings from avoided disposal fees.

The county coffee shop avoided the purchase of 2,000 disposable cups per year by purchasing reusable cups. A switch from disposable towels to cloth roll towels in courthouse restrooms saved \$971.

Counties are also in an excellent

position to provide technical assistance and source-reduction education to local businesses and residents. New York City, for example, encourages consumers to avoid purchasing products in excess packaging ("Don't Buy Trash") and to find creative ways to give items a second life.

While difficult to conceptualize, source-reduction programming may likely be the wave of the future. Such programs may offer counties the opportunity to reduce municipal solid waste by about 10 percent at low cost.

An excellent resource book on source reduction is *Making Less Garbage: A Planning Guide for Communities*, available from INFORM, Inc., 212/689-4040.

News from the nation's counties

North

NEW YORK

• Two **WESTCHESTER COUNTY** Legislators, Daniel P. Thomas and George Latimer, are scouring the nation in search of ways to cut the costs of county government.

Co-chairs of Scarce II, a special commission created by the board of legislators to come up with new methods of reducing government costs, the two have begun writing letters to county officials across the

country asking for information on programs they've instituted to trim expenses.

"We saw little sense in reinventing the wheel," Thomas explained. "If another county has had a productive experience cutting its expenses, then we want to know about it. After all, avoiding duplication of effort is one of the first ways governments can save money."

In addition to gathering information on successful reduction projects, Latimer and Thomas are asking county officials about services or programs that have been

privatized and those with dedicated funding sources "that reduced an operational element of government.

PENNSYLVANIA

• The **LANCASTER COUNTY** Agricultural Preserve Board has received the Outstanding Program Award for 1993 from the Small Town and Rural Planning Division of the American Planning Association.

A county agency, the Preserve Board operates a program to purchase development rights to farmland. Once rights have been pur-

chased, the land can only be used for farming. In the past two years, Lancaster County has preserved more farmland than any other county in the nation.

Lancaster County has provided more than \$3 million in funding for the program since 1989. The state has contributed \$9 million. Lancaster is the leading agricultural county in Pennsylvania and the Northeast with annual farm product sales of \$850 million.

Students who served as registrars for the participating schools were trained by election officials on how to register voters. Individual schools then conducted their own registration drives.

Since 1971, the annual high school drive has registered 86,990 voters in the county.

Midwest

MINNESOTA

• **RAMSEY COUNTY'S** Community Human Services Foster Care Coordinator Bonnie Prokosch has been named the National Social Worker of the Year by the National Foster Parent Association (NFPA).

Prokosch was nominated for the award by the Minnesota chapter of NFPA.

The national selection committee picked Prokosch for the award for her outstanding service to foster children, the foster care program and the foster parent association.

West

CALIFORNIA

• **SANTA CRUZ COUNTY** officials are recommending shutting down county offices on Friday afternoons to help fill an estimated \$8-\$10 million hole in next year's budget, according to a report in the *Santa Cruz Sentinel*.

The move would affect virtually all county services except sheriff's patrols and jail operations, but would save the county some \$5.3 million if carried out through June 1994. It would also help the county deal with what is expected to be a \$4.7 million shortfall in this year's \$229 million budget.

The city of Philadelphia tries "reinvented" government

By Neal R. Peirce
Washington Post Writers Group

If you're wondering what the talk "reinventing government" in America's states and cities is all about, check out this city's recreation department and especially its commissioner of the last 16 months, Michael DiBerardinis.

DiBerardinis was a community activist and organizer for 15 years in Philadelphia's gritty inner-city Kensington and Fishtown neighborhoods before being tapped by incoming Mayor Edward Rendell to take over a thoroughly battered city "rec department."

Hit by Philadelphia's devastating budget cutbacks, the department had seen its workrolls slump from 1,200 in 1983 to 500 in 1992. Many of the community recreation centers around the city were in ramshackle condition, some close to abandonment. Only a few of the swimming pools — safety valve for kids through long, hot summers in poor neighborhoods — were getting opened early in the summer or at all.

To make things worse, the last rec commissioners Delores Andy, had distinguished herself chiefly for working up so much weekend and holiday overtime that she demanded a \$19,537 kiss-off payment when Rendell dumped her.

DiBerardinis was Rendell's spick because, the mayor said, he wanted someone to fight for the department "like no one else ever fought for it before." The selection of DiBerardinis looked ideal — a bundle of energy who'd picked up a fighting spirit from a militant trade unionist father, a social conscience from the Jesuits at St. Joseph's University, and firsthand knowledge of the city from years of working with kids in tough neighborhoods and from running (albeit unsuccessfully) for political offices.

But energy, conscience and knowing the territory won't, alone, cut the mustard in the resource-

scarce '90s. There's a critical role for the so-called "reinvention" principles in today's governments — being entrepreneurial, treating citizens like valued customers, involving employees and citizens in setting an organization's mission and priorities, delegating authority and then holding managers accountable for results.

One of DiBerardinis' first moves was to energize the rec department's largely dormant network of advisory committees — parents, volunteer coaches and neighbors — at each of the recreation centers. A manual outlining the department's responsibility to the advisory committees, and theirs to the department, was written by a team of department officials and local committee members: It was a strategy, says DiBerardinis, "to involve the citizenry in the department in a real direct way, mirrored in how we deal with our employees as well."

The scandal of closed and late-opening swimming pools, caused both by the uncaring management of past years and fund shortages, was high on DiBerardinis' list. He communicated the urgency of prompt openings to all his managers; then he launched a campaign for corporate sponsorship and support. Advisory committees held fund-raisers; the *Philadelphia Daily News* ran coupons for citizens to send in contributions. In 1991, not a single pool was open by July 1 and many never opened at all; in 1992, all but two of the system's 80 pools opened promptly in June.

The department's slogan had been "Life, Enjoy It." "Kind of stupid for these times," DiBerardinis notes. He and his colleagues went to work on a new mission statement, focused around active involvement of neighborhood residents and organizations and taking on social issues important to young people. A new and improved slogan surfaced — "Building Youth, Building Neighborhoods."

Recreation department staff and advisory councils started to get intensive training — in how to recruit

volunteers, how to raise money, how to galvanize community support. DiBerardinis instructed all his managers to spend more time in the field, staying close to problems. Rank-and-file workers were involved in internal committees focused on problems that used to be the sole purview of management. A retreat centered around five issues employees had said were important to them.

The new esprit de corps in his recreation department is clearly what Mayor Rendell would like to achieve across the entire lumbering city bureaucracy he now heads. Rendell last October did win an historic agreement with his municipal unions to pare costs and keep the city moving on a five-year fiscal plan to pull it back from the brink of bankruptcy.

But now Rendell and his department heads need ways to reach out to and motivate city workers, even as the workers are obliged to accept the idea of fewer raises, fewer holidays and less protective work rules. In some parts of Philadelphia government, such as the scandal-ridden and inefficient Philadelphia Housing Authority, hope of constructive change still seems light-years away. Reform is slow too in the deeply troubled human services department.

But in other departments, new lights of hope and reform are being lit, just as in DiBerardinis' recreation department. Philadelphia is also getting ready to launch a big strategic planning effort to move beyond fiscal crisis and focus on its big economic and social challenges.

The new "reinvention" principles don't get spread across whole governments quickly or easily; too often hidebound managers, civil service or union contract work rules stand in the way.

But in times of doom and gloom about whether government can work at all, the reinventing experiments are beacons of new possibilities. We could use a lot more of them.

(c) 1993, Washington Post Writers Group

South

FLORIDA

• **DADE COUNTY** residents turned out in record numbers over the recent Earth Day weekend to safely dispose of the largest amount of chemical wastes since the Home Chemical Collection Program began in 1991.

More than 1,800 residential and business participants filled 600 55-gallon drums with hazardous materials that were transported to special disposal and recycling facilities. They also dropped off 7,700 paint cans, from which 2,000 gallons of paint were recycled; 825 drums of oil; two drums of household batteries; and 200 lead-acid batteries.

MARYLAND

• More than 3,400 **MONTGOMERY COUNTY** public and private high school students registered to vote during the county's recent high school voter registration drive.

The Board of Supervisors of Elections, in cooperation with the Board of Education, registered students at 19 public and four private high schools in the county, April 29-30.

Notices . . . notices . . .

CONFERENCES

■ The **National Child Support Enforcement Association (NCSEA)** is hosting its 42nd Annual Training Conference and Exposition, "Child Support at the Crossroads," Aug. 22-26 in Salt Lake City, Utah.

This year's theme will focus on the many child support, enforcement policy and program issues being discussed and considered by the Clinton Administration and Congress — child support assurance, federalization, privatization, review and adjustment — and the responses and reactions of all segments of the child support community to the proposals.

For more information on the conference, contact the registrar at NCSEA, 202/624-8180.

MISCELLANEOUS

■ The **National Organization on Disability (NOD)** is hosting a contest

to give away a 1993 Chrysler state-of-the-art, customized wheelchair minivan, on the anniversary of the Americans With Disabilities Act, July 26.

The competition is open to all towns, cities and counties nationwide that are members of the NOD Community Partnership Program (CPP). New communities will be eligible to enroll as members of CPP by June 30, the contest entry deadline. There are no fees to join.

Entrants will be judged on their response, in 1,000 words or less, to the question, "If our community is awarded this van, it will increase the participation of one or more individuals with disabilities in the life of the community by..."

The van was donated by **CARE Concepts** and will be awarded to the winner by Jim Brady, former Reagan press secretary.

For additional information, contact NOD, 910 16th St., N.W., Washington, DC 20006, 202/293-5960.

W H D P E B U Y #2	Natural or Mixed Color Competitive Pricing - Transportation Paid - TL Quantities CALL FOR PRICING INFORMATION	
	P.O. Box 707 Troy, AL 36081	
	KW PLASTICS RECYCLING DIVISION	
	(800) 633-8744 (205) 566-1563 Fax: 566-1415	

Job market

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.

COMPUTER SERVICES MANAGER — SEMINOLE COUNTY, FLA.: Bachelor's Degree in Business or Public Administration, Computer Science, or related degree and five (5) years experience in the supervision of governmental data processing operations. Position open until filled. Seminole County Employee Relations, 1301 East 2nd Street, Sanford, FL 32771. EEO/M/F/H/V.

COUNTY ATTORNEY — OTERO COUNTY (Alamogordo), N.M.: Represents the County in state and federal courts involving civil and criminal court proceedings. Serves as house counsel and assists county commission, elected officials and staff on legal matters. Responds to citizens and staff questions regarding code, ordinances or other legal issues. Candidate should have considerable experience in the practice of law. Applicant must have J.D. or L.L.B. degree from an accredited

institution and be eligible for admission to the New Mexico Bar. Salary \$35,000-\$45,000 annually. Submit resume with three (3) work related references (with phone numbers) to: Jeanette L. Abney, Personnel Dept., 1000 New York Avenue, Room 101, Alamogordo, New Mexico 88310-6935. 505-437-7427. Deadline: June 25, 1993.

COUNTY MANAGER — OKALOOSA COUNTY, FLA.: (pop. 160,000) is seeking a motivated and experienced individual responsible for the management of day-to-day operations of county government. Okaloosa County has approximately 625 employees and a budget exceeding \$100,000,000. Minimum requirements include graduation from an accredited college or university with a Bachelor's Degree in Public Administration, or related field. City or County Management experience preferred. Excellent benefit package. Submit detailed resume and salary requirements to: Okaloosa County Personnel Department, 601-B N. Pearl St., Crestview, Florida 32536 prior to July 31, 1993. AN EQUAL OPPORTUNITY EMPLOYER.

DIRECTOR OF ADMINISTRATION — TRAINING RESOURCE CENTER: (EOE) Highly responsible executive and administrative position with overall responsibility for administrative functions of the organization, including all technical aspects such as procurement, contracting, fiscal systems, record management, and management information services. Provides supervision to all technical departments, and works closely with Executive Director and Managers of Planning/Development and Operations in the formulation of

organizational and financial goals and objectives. Recommends, establishes and monitors major financial and administrative objectives and policies consistent with the stated purpose of the organization.

REQUIREMENTS: A degree in Accounting or Finance, and four (4) years experience in management/supervision of governmental or grant-related accounting. Preference given to candidates with funding accounting experience in nonprofit and/or employment

Job Market - Classified Rate Schedule

Rates: \$3 per line.

(You can figure the approximate cost of an ad by counting the number of characters, including spaces and punctuation marks, in your copy. One line consists of approximately 38 characters. Divide 38 into the number of characters in your ad. The resulting figure will give you the approximate number of lines. Multiply that figure by 3 to figure your approximate cost.)

Display Classified: \$30 per column inch.

Billing: Invoices will be sent after publication.

Mail advertising copy to: Job Market, *County News*, 440 First St., N.W., Washington, DC 20001.

FAX advertising copy to: Job Market, *County News*, 202/393-2630.

Be sure to include billing information along with copy.

For more information, call *County News*, National Association of Counties, 202/942-4256.

training programs. Must be highly skilled in computer systems, with a thorough understanding of WordPerfect, dBase, and Lotus 1-2-3.

Send resume, cover letter, and salary requirements no later than Friday, June 18, 1993 to: Sandi Buzzell, Administrative Assistant, Training Resource Center, P.O. Box 8048, Portland, ME 04104-8048. No calls, please.

DIRECTOR OF PUBLIC WORKS — CAMDEN COUNTY, N.J.: The County of Camden seeks an individual with strong interpersonal skills, experience in the construction of roads, drain-

age and bridge projects, and working knowledge of governmental procurement processes. Should have 10 years construction management experience. Competitive salary and benefits. Send resume: Personnel Director, Court House, 11th Floor, Camden, NJ 08102.

SOLID WASTE DIRECTOR — HIGHLANDS COUNTY, FLA.: B.S. Degree, Civil Eng. or Environmental Science. 8 yrs. exp. Solid Waste, Public Works, 4 yrs. supervisory. Apply Highlands County BCC, P.O. Box 1926, Sebring, FL 33871-1926 thru 06/21/93. Call (813) 382-5224. EOE/VP.

PERSONNEL DIRECTOR

Job Ann #93-0638

Fairfax County Government seeks a dynamic, forward-thinking executive to manage the human resources operations for 10,000 employees in 71 agencies and departments. Responsibilities include recruitment and selection, classification and compensation, employee training and development, employee benefits programs, employee relations, employee payroll, and directing the Office of Personnel with a staff of 67 and \$4.3 million budget. Salary is open, within an established range, depending upon the qualifications of the individual selected. PREFER: Master's degree and seven years of increasingly responsible professional public or private experience in the administration of multiple personnel functions such as human resources management information systems, payroll, benefits, position classification, compensation, employment, employee relations, and training. Two years as a Personnel Director in a large or mid-size organization, or at a personnel management level in a large organization (approximately 10,000 employees). Local government experience desired but not required; proven record of positive interactions with staff, elected officials, and the public/customers; and experience in managing organizational downsizing and outsourcing/privatization.

A Fairfax County application and supplemental form are required. For a Recruitment Profile containing information about this position and an application with supplement, call (703) 324-4900.

Please forward your application by July 23, 1993, to:

Personnel Director Search
Office of the County Executive, Suite 552
12000 Government Center Parkway
Fairfax, Va. 22035

Fairfax County Government is an Equal Opportunity/Affirmative Action Employer committed to diversity in the workplace.



PEOPLE HERE VOTE FOR US.

When county officials elect a deferred compensation administrator, the vote always goes to the one that offers the most for county employees.

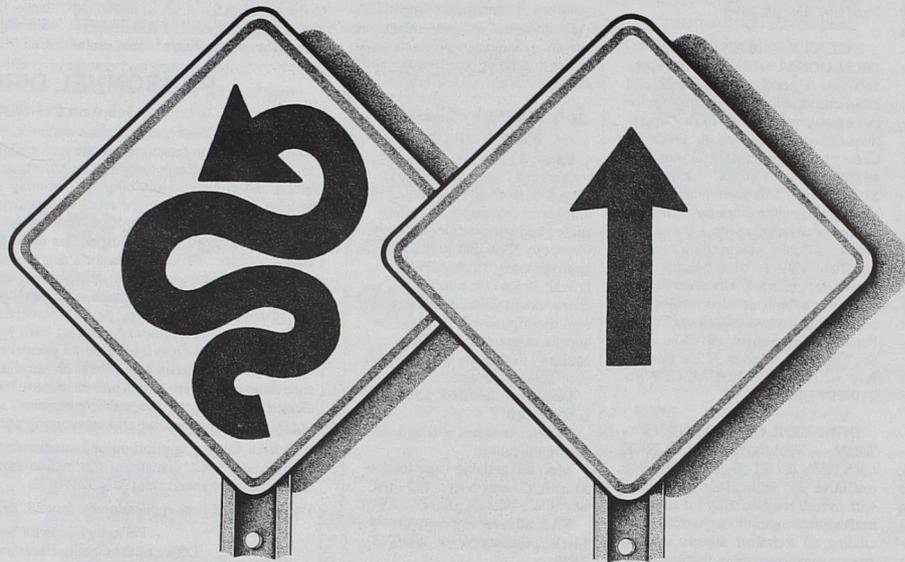
PEBSCO is the undisputed industry leader with more than 4,000 client jurisdictions across the country. As the exclusive plan administrator for the National Association of Counties, PEBSCO administers in excess of \$1.5 billion in program assets for over 160,000 public employees and 2,000 participating jurisdictions.

Our story is told in a new booklet called, *How To Select The BEST Deferred Compensation Program*. It's yours free when you call 1-800-545-4730. It'll tell you exactly how, and why, we've become the favorite elected representative of county government.

Proving, once again, that when government officials cast their votes for program administration, we win by a landslide.

National Association of COUNTIES

The Choice Is Yours



NACoNET Leading Counties To Progress

The road to progress is easier thanks to NACoNET. We are a joint program of NACo and EDS. What we offer is a new and convenient way of helping counties like yours achieve real progress through technology.

Our concept is simple and effective. NACoNET provides counties a single source for high-quality, innovative, and comprehensive information technology services through a nation-wide program that is accessible *and* affordable.

NACoNET views technology as a means, not an end. Our job is not to simply recommend that you purchase more technology. Our job is to help you use technology to produce the performance and results you need and expect. That's how NACoNET views real progress.

NACoNET offers your county proven experience, trained professionals, and innovative technology-based services.

These are a few examples of how NACoNET can work for your county:

Reduce Costs

Integrate criminal justice systems thereby eliminating redundancy and duplication.

Generate Revenue

Re-engineer tax and billing systems to increase collections and simplify payment.

Improve Citizen Services

Integrate human services data so case information can be accessed by all departments to better serve citizens.

Enhance Productivity

Modernize data processing to increase turnaround time and enhance productivity.

Call today for your NACoNET Information Kit and get rolling on a better road to county progress.

1-800-551-2323

NACoNET