

County News

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High court ruling gives more protection to public employers

By Jill Conley
staff writer

A recent U.S. Supreme Court decision — which overturned a lower court ruling — may grant public employers more legal protection from employees fired for insubordinate speech, while at the same time providing employees with protection from unfair discharge.

Waters v. Churchill began in 1987, when plaintiff Cheryl Churchill, an obstetrics nurse, was discharged by the McDonough District Hospital in Macomb, Ill., following a conversation with another nurse in which she criticized her supervisor and called the obstetrics department a "bad place to work."

Claiming she was terminated because she had complained about the hospital's policy of cross-training nurses to accommodate staff shortages — a matter she believed to be of public concern — Churchill filed a lawsuit asserting her statements were protected by the free speech provision of the First Amendment.

The hospital argued that it did not have any knowledge of anything other than unprotected, insubordinate speech when it terminated Churchill and, therefore, lacked the intent to violate her First Amendment rights. It argued further that insubordinate speech is not protected under the First Amendment and that employees' free speech rights on matters of public concern need to be balanced with employers' interests in maintaining effective and efficient operations.

A federal judge dismissed the wrongful-firing suit, but the appeals court reinstated it, saying that if a public employer fires an employee for speech that is later found to be protected, the employer can be held liable regardless of what it knew at the time it discharged the employee.

While the Supreme Court allowed Churchill's lawsuit to go forward, it

dismissed the appeals court decision. The court ruled that as long as a public employer exercises "the care that a reasonable manager would use before making an employment decision," the employer cannot be held liable for firing an employee who it believed made unprotected statements. The appeals court must now restudy the case to determine the hospital's intention when it fired Churchill.

"It is possible to run effective public agencies and deal with personnel issues without being held liable."

Phil Rosenberg
human resources director
Broward County, Fla.

"This ruling prevents public employers from facing strict liability for accidental or unintentional disciplinary actions, while still protecting employee rights to free speech," said Lawrence A. Manson, a partner with Keck, Mahin & Cate, who represented the hospital in the case. Manson added that if there's a substantial likelihood that protected speech has occurred, the supervisor must take care to investigate the matter appropriately.

Phil Rosenberg, Broward County (Fla.) human resources director and president of the National Association of County Human Resources Administrators, said public employers should interpret the ruling as a "call to effective human resources management."

"What this decision says, is that it is possible to run effective public agencies and deal with personnel issues without being held liable," said Rosenberg. "If public employ-

ers can defend their positions, they can expect reasonable protection for retaliation. At the same time, employees can expect that disciplinary action in the workplace must be job-related."

Building hope, raising self-esteem sparks L.A. County, delinquent program

By Jill Conley
staff writer

"Lean on me. ..." plays on the radio as a young man helps a teacher put a severely disabled child into a special walking device. "When you're not strong. ..." He hums along as they fasten a strap that restricts the movement of her head. "I'll be your friend. ..." It's hard to tell whether it is pain or frustration she is feeling, but she clearly isn't happy about this. "I'll help you carry on. ..."

Davion, 18, is told to nudge the back of Melissa's knee to encourage her to take steps. As he does so, her whimpers become sobs. She's been away from school for three weeks and her skill level has deteriorated. Davion holds her hand and strokes her head and says, "C'mon Melissa. You can do it." over and over again.

Eric, 16, is across the room working with Michelle. Her forearms and hands are wrapped and se-



Photo by Jill Conley

A MOVE Crew member assists a child with a piece of equipment designed to help develop weight-bearing ability at the El Camino School.

Continued on page 5

WIR annual meeting takes hi-tech track

By Susan D. Grubb
staff writer

Will the West have access to the information superhighway? This is a question on the minds of Western county officials and an appropriate theme for this year's Western Interstate Region (WIR) Conference.

It is also on the mind of NACo,

whose Board of Directors at the conference took a step toward helping the West come on-line by giving the go-ahead to proceed with a service called Spaceworks, an on-line service for business-to-business communications.



The Board approved action to proceed to contract with the company and begin a phased-in program, called NACo OnRamp, which will eventually establish a national county network for E-mail, bulletin boards, data bases and legislative tracking.

Throughout the conference, staff showed how far down the informa-

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NACo withdraws its support for the Administration's proposals on national job training and re-employment programs. **page 2**

NACo President Barbara Sheen Todd discusses the association's latest member service — "OnRamp." **page 2**

Guest commentator, Representative Bill Goodling (R-Pa.) warns of another "unfunded mandate." **page 4**



The Western Interstate Region just completed its annual meeting in Bismarck, N.D., where delegates discussed a new vision for the affiliate. **pages 9-12**



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News from the nation's counties **page 14**

Job market **page 15**

NACo holds support for Clinton's job training proposals

By Brian Lagana
legislative assistant

Several critical issues need to be resolved before NACo can wholeheartedly endorse the Administration's Reemployment Act of 1994, according to Sue Mohr, executive director of the Montana Job Training Partnership.

The Reemployment Act of 1994 is designed to establish a consolidated system of re-employment services and retraining for permanently laid-off workers.

In her appearance before the House Labor-Management Relations Subcommittee, May 25, Mohr, who is also a National Association of County Training and Employment Professionals (NACTEP) board member, expressed sympathy for the goals of the Reemployment Act, but was less enthusiastic about its strategies.

Specifically, Mohr pointed out that:

1) The administrative structure of the career centers title in the proposed legislation could fracture service delivery at the local level. There would be the existing JTPA (Job Training Partnership Act) service delivery area operating programs for the disadvantaged, different substate areas for dislocated



Photo by Don Murray

Sue Mohr, executive director of the Montana Job Training Partnership (JTPA), and Terry Hudson, executive director of Houston Works, testify before the Labor-Management Relations Subcommittee of the House Education and Labor Committee, May 25 on the Reemployment Act of 1994 (H.R. 4040/H.R. 4050). Mohr testified on behalf of NACo. Hudson, a member of NACTEP, testified on behalf of the U.S. Conference of Mayors.

worker programs, and other substate areas designated by governors for career center systems.

Furthermore, the bill would create an additional layer of bureaucracy if new work force investment

boards were required.

NACo, Mohr emphasized, believes that program delivery at the local level should be left to the discretion of local elected officials.

2) Provisions of the bill empowering local elected officials to appoint the work force investment boards to oversee one-stop career centers are insufficient. Any such entities should not be independent from direct accountability to local governments after they have been appointed.

Local governments remain ultimately financially liable and accountable for programs in their areas. NACo believes that, if local governments are to be liable, local elected officials should have the authority, control, and oversight for programs in their areas on an ongoing basis.

3) The legislation proposes that career center operators be competitively selected unless the employment service and JTPA systems form collaborations.

Although other entities must compete to operate centers, the bill provides that state employment service agencies would have the presumptive right to operate at least one of the career centers in every such area. In some cases, the governor would be making the decision.

NACo, Mohr said, opposes a pre-

sumptive right for the state employment agencies when other entities must compete to operate centers.

4) The bill would eliminate the designation of substate areas with populations of less than 200,000 from operating dislocated worker assistance programs.

NACo believes that the current JTPA provisions allowing governors and local officials to designate smaller population areas has worked well, and that the evidence does not support the contention that larger substate areas provide better services than areas with smaller populations.

The Reemployment Act of 1994 (H.R. 4050) was introduced in the House by Representative William Ford (D-Mich.), who chairs the House Education and Labor Committee. Its Senate companion bill (S. 1964) was introduced by Senator Howard Metzenbaum (D-Ohio).

Another bill (H.R. 4040), introduced by Representative Dan Rostenkowski (D-Ill.), contains the same provisions as H.R. 4050, but inserts an additional title to establish a retraining income support program for permanently laid-off workers, provides state flexibility in the unemployment compensation program, and includes a transitional certification process for trade-impaired workers.

OnRamp promises new vistas for NACo in an electronic age

By Barbara Sheen Todd
NACo president

An exciting new program connecting counties and state associations will be available through NACo in just a few months. The Board of Directors, at its



Barbara Sheen Todd

meeting during the Western Interstate Region Conference, approved the signing of a contract with SpaceWorks, Inc. to establish a program, tentatively titled "NACo OnRamp," providing national electronic services for NACo members.

With NACo OnRamp, we will begin by exchanging E-mail messages, thereby avoiding the frustrations of telephone tag or misplaced phone numbers. For committee meetings without the hassle of travel, we will be able to convene private electronic conferences. We no longer will have to know, days in advance, where

everyone will be for a prescheduled conference call.

NACo's directory of counties and participating members could be available to everyone, giving members the opportunity to search for the name of a person who, for instance, was a commissioner from the state of Minnesota involved in the Research and Technology Focus Group. This service can open entire new vistas, expanding the ways in which NACo members can support and communicate with each other.

As we begin to expand the service, we expect that each of the committees, most of our affiliates groups and many state associations will use NACo OnRamp to post meeting announcements, agendas and background materials.

We no longer will have to suffer the uncertainties of mail or the last-minute rush of Federal Express — we will be able to look at documents the very moment they are placed on the service. Each committee, state association and affiliate, if it so desires, will be able to store key information, including model legislation, studies, journal or newspaper articles,

bulletins, plans, and technical specifications (useful to such groups as the National Association of County Engineers), which can be read or retrieved by any member of the committee or affiliate. Each committee and affiliate can have its own bulletin board to which any member can post questions or comments.

For instance, members of the National Association of County Health Officials could trade comments on the latest health initiative, or a member of the Justice and Public Safety Steering Committee could query his or her compatriots to determine if any had tried a particularly new approach to jail financing.

Members of the National Association of Information Technology Administrators could share ideas on the best ways to install LANS, while county purchasing agents could exchange procurement specifications or requests for proposals.

With a new means for communication, we will be able to better help each other without having to make added demands on the re-

sources of NACo, our state association or affiliate staff.

As the service fully develops, we can expect to see *County News*, the "Legislative Bulletin" and the "Leadership Letter" on NACo OnRamp even though the paper version will still be available. Legislative activities can be posted within minutes of actions occurring on the Hill.

With the availability of electronic documents, we will be able to search for articles or notices on particular topics, easily copying items of interest. The Research Department can expand the readership of "Coast to Coast"; it will make available a library of information helpful to county officials and post summaries of outstanding Achievement Award entries. New sources of information will be available as the need arises and the ingenuity of our membership comes into play.

NACo OnRamp will be truly multimedia. This means that we could all see, for instance, a video picture of our Unfunded Mandate March

on the Capitol, replete with the eerie sounds of the bagpipes accompanying our chanting marchers.

We could tape messages from our president or include clippings of interest to any or all of us. We also will be able to use NACo OnRamp to access the multitude of resources available worldwide through Internet.

NACo OnRamp heralds a new era for NACo — one that values member participation and encourages information exchange. In a governmental environment characterized by budget cuts and increased demands for service, NACo OnRamp will give us a means to help each other address the needs of our counties at both the local and the national level.

NACo OnRamp is an exciting service that will establish NACo as a premier organization well positioned for the 20th century. I hope you will all join me and the Executive Committee in actively participating in NACo OnRamp as its services become available to our members.

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.

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Reminder

Proposed resolutions and American County Platform changes need to be sent to NACo 30 days prior to the 1994 Annual Conference. This means that resolutions must arrive at NACo by July 1. Please send proposed resolutions to the attention of Ralph Tabor, NACo public policy director.

Reminder

Publisher's Perspective

Dual mission drives NACo vision

By Larry Naake

County News publisher

A few years ago, a raging debate took place in our nation's capital about the role of national associations, especially those like NACo, the U.S. Conference of Mayors, the National League of Cities (NLC) and the National School Boards Association, who represent public agencies and officials. Should we focus our attention and resources on Congress and the federal bureaucracy? Or should we turn our attention to our members and focus our resources on providing services to counties?

As we — your staff, Executive Committee and Board of Directors — began developing both short- and long-range plans for NACo, we soon came to the obvious conclusion that **WE MUST DO BOTH** to effectively represent counties and state associations.

We need to be your strong voice in Washington, D.C. We cannot ignore the impact of federal programs and mandates on America's counties!

And, we need to serve your needs at home. We cannot ignore that responsibility!

We believe that this philosophy is reflected in the recent "NACo Vision" and "three-year plans" that was adopted by the Board of Directors. Both the vision statement and the dozens of goals and strategies



Larry Naake

support these two approaches.

Our NACo Vision states:

"NACo, with the creative involvement of its membership, will develop the leadership, programs and services necessary to enable counties to:

- meet the challenges of the 21st century
- manage rapid change, and
- assist their citizens in achieving a better quality of life.

"A collaborative partnership involving government, health, education, business and the community is essential to the achievement of these efforts and our success as a nation."

What have we been doing lately to improve NACo's effectiveness as

your voice in our nation's capital?

First, we have been beefing up, reorganizing and introducing new faces in our Legislative Affairs Department. We now have a full complement of lobbyists, assisted by additional legislative assistants to support the lobbyists.

We have hired three new lobbyists (to replace departing lobbyists) during the last year. We have a new legislative director, Reggie Todd, who is bringing a different perspective to our lobbying operation. And finally, we have asked Ralph Tabor to become our director of public policy to help NACo with policy development, analysis of the federal budget and special projects.

Second, we have streamlined our legislative priority-setting process. Each year the Board of Directors helps us focus on 20 or so legislative priorities and six or seven most pressing legislative issues. This allows us to be more focused and effective in representing county interests.

Third, we are developing effective "campaigns" around each of these most pressing top priorities. These lobbying campaigns include direct lobbying, national coalitions, a media strategy, research, involvement of state associations, a grass roots effort and local coalitions.

By developing campaigns around each of our six or seven top priorities,

we hope to have an even greater impact on their successful passage.

In recent months, we are having particular success with these campaigns in the areas of health care reform, Payments In Lieu of Taxes (PILT) and unfunded mandates.

Let me turn to the second aspect of NACo's vision and long-term plan. What is NACo doing to better serve your needs at home — in your state associations and in your counties?

Our goal again is to assist counties in becoming more effective and efficient in serving their citizens by developing programs that save or make counties money, provide you with helpful information, and provide you with training and technical assistance.

A few examples of programs and services we are initiating or expanding include:

- 1) **The NACo/PEBSCO** deferred compensation program that now serves over 2,100 counties, 180,000 county employees, and has assets exceeding \$2 billion.
- 2) **NACoNET**, a new partnership with EDS and Maxima that provides information technology and management, outsourcing, consulting, systems integration, and new applications.
- 3) **GSTN Video Training**, a partnership with the International City-County Management Association, NLC and Public Technology, Inc., to

provide video information and training on a monthly basis.

4) **The NACo Financial Services Center**, designed to provide financial services to both counties and their employees which will save them money and expand the types of services available.

5) **OnRamp**, an electronic information exchange program that will eventually link all member counties and state associations to provide such services as E-Mail, bulletin board, a research data base, an exchange of innovative programs and legislative tracking.

We are also working hard to improve our research capacity, our ability to respond to requests for information, our technical assistance, and our education and training programs.

So, let me end where I began by saying that your NACo leadership and staff is dedicated to more effectively representing you in our nation's capital and better serving your needs and your counties and state associations.

Let me stress that we are also dedicated to making your national association financially stable so that we can achieve our vision. I am pleased to report that our budget is growing gradually to allow us to provide additional services. Our debt is down by \$2.5 million, and we ended 1993 with a \$500,000 surplus.

Housing subcommittee approves housing, community development bill

By Haron N. Battle

associate legislative director

The Housing and Community Development Act of 1994 (H.R. 3838), approved by the House Housing and Community Development Subcommittee, May 26, incorporates some changes to existing programs that HUD proposed earlier this spring, but does not authorize all of the new initiatives sought by the Administration.

The HOME Program

H.R. 3838 reauthorizes the HOME Investment Partnerships Act in FY95 at its current funding level of \$1.2 billion and increases this to \$1.5 billion in FY96. These levels are lower than the authorizations in the original version of the bill of \$2.2 billion and \$2.3 billion in FY95 and FY96, but higher than the Administration's initial request of \$1 billion for HOME in FY95.

The bill clarifies that debt service reserves, credit enhancements and loan guarantees are eligible uses of HOME funds. This is a scaled-down version of HUD's proposal to establish a

program under HOME patterned after the Community Development Block Grant (CDBG) Section 108 loan guarantee program. Under that program, jurisdictions can use future allocation of CDBG funds for credit enhancement on large-scale projects — a position NACo supports.

The legislation specifies that the Davis-Bacon prevailing wage law is not triggered when HOME funds are used for land acquisition. This conforms the applicability of Davis-Bacon under HOME to that of CDBG.

The bill also amends the definition of what qualifies as eligible rental housing under HOME by requiring that rents not exceed the existing fair market rents and giving HUD authority to adjust these rents for unusual local market conditions.

Community Development Block Grants

H.R. 3838 reauthorizes CDBG at its current funding level of \$4.4 billion in FY95 and \$4.5 billion in FY96. However, it does not authorize the Neighborhood Leveraged Investments for Tomorrow (LIFT) Program, a new initiative HUD proposed for large-

scale neighborhood economic development projects like shopping centers. Instead, the subcommittee expanded eligible activi-

ties under the CDBG Section 108 loan guarantee to include the construction, rehabilitation or financing of retail and service facilities,

mixed-use projects, projects that link economic development ac-

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Regional Planning Authorities &
Land Use Decision Makers**

Recent federal and state court decisions have determined that planning commissioners and other "land use" decision makers can be **personally** liable for their actions in land use matters. If you would like more information regarding this important national trend, call or have your legal counsel call and we'll fax free information. These legal precedents open the door to future claims and expensive litigation. These exposures can be both controlled and affordably insured.

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Guest Comment

Unfunded federal mandates: Don't let OSHA be next

By Representative Bill Goodling (R-Pa.)

The proliferation of federal regulations is not new news. But the increasing struggle of state and local governments to accommodate unfunded federal mandates is.



Representative Bill Goodling (R-Pa.)

According to recent reports, federal regulations last year added 70,000 pages to the *Federal Register*, the third-highest increase since the Carter years. Since 1988, in addition to increasing taxes and government spending, Washington has imposed numerous unfunded regulatory burdens on local governments and on business. Is it any mystery that these burdens are dragging down the economy? Irresponsible spending in Congress is forcing state and local taxpayers to bear the costs of federal government.

Recently, a bill to reform our occupational health and safety laws (H.R. 1280) was considered in the House Education and Labor Committee.

In addition to increasing mandates and regulations on business, it would mandate that state and local government employers, including school districts, public hospitals, state government agen-

cies, city agencies, etc., comply with OSHA (Occupational Safety and Health Administration) regulations. This mandate will directly increase costs for public employers in 27 states which are not currently covered by OSHA requirements, and will lead to increased costs in the other 23 states which currently have state enforcement of OSHA laws for public employees.

I offered an amendment to the bill that would ensure that any new mandates on state and local government employers are only in effect to the extent that they are funded by the federal government. It would be a mistake to put this mandate on top of all the others under which state and local governments are currently struggling. There are certainly means by which public employees can be covered through the states.

The costs imposed on public employers are estimated to be as high as \$4 billion. Even if the numbers are not nearly this high, it is a significant new cost on public employers. My amendment calls for a study by the Congressional Budget Office to determine the costs which would be imposed on public employers by H.R. 1280.

I am strongly opposed to the federal government's tendency to "pass the buck" to local governments. It is absolutely essential that Congress consider the cost placed on local governments before imposing legislative requirements. It is obvious that Congress

too often ignores pricetags. We must be accountable for the laws we impose on state and local governments.

Current law allows states to decide whether to protect public employees through a "state OSHA program" — in which case the state is subject to federal oversight and receives federal funds to help with administration and enforcement — or some other means.

That arrangement can still strike an appropriate balance between worker safety and state flexibility. If, however, the federal government mandates that its rules and program apply in all cases, then it should pay the costs of those rules and programs. Congress must stop enacting rules for local and state governments while avoiding their costs.

We must change our philosophy from one of confrontation to one which will help all employers comply with the laws and one which will provide incentives for employers to take meaningful steps to improve workplace protection. We must also require that Congress itself comply with these laws.

However, H.R. 1280 would instead impose a substantial burden on both businesses and local governments, and we should not let that happen. Congress should not skirt its responsibility by imposing unfunded mandates on others, just as Congress should not skirt its responsibility by exempting itself from OSHA laws.

SUBCOMMITTEE from page 3

activities and housing, community centers, and community business expansions.

The subcommittee also did not adopt HUD's proposal to make fair housing an independent CDBG-eligible activity. It remains classified as one of the public services that are capped at 15 percent of a county's CDBG allocation.

Homeless assistance

Consolidating categorical housing programs under the McKinney Homeless Assistance Act into a block grant is a priority for the Administration. HUD proposed that this block grant be funded at \$1 billion in FY95. The subcommittee reauthorized the existing McKinney categorical programs at \$993 million in FY95, and delayed implementing the block grant until FY96 at an authorized level of \$1 billion.

The bill as reported out of subcommittee does not elaborate on how the homeless assistance block grant will be structured. NACo,

along with other state and local government organizations and non-profit advocates, is working with the House and Senate authorizing committees to modify the governance structure to ensure that the chief local elected official has authority to administer the block grant.

Public housing

The subcommittee authorized public housing authorities (PHAs) to use up to 50 percent of their modernization grants to provide one-for-one replacement housing. This may be in the form of project-based or tenant-based Section 8 assistance.

The bill does not incorporate HUD's proposal to establish a direct loan program permitting PHAs to borrow against future modernization funds to construct new units. NACo opposes the provision that would require local governments to provide collateral for a portion of these loans.

Two of the most controversial

issues considered by the subcommittee involved crime in public housing.

By a vote of 18-13, the subcommittee adopted an amendment that pre-empts state and local laws to allow PHAs to obtain information about the criminal convictions of residents and applicants for public housing for screening and eviction purposes.

The subcommittee first rejected and later passed by 16-14 an amendment that permits residents of public housing to vote on the following: 1) ban guns on the premises of their housing development, 2) require that all guns on the premises be registered with the PHA, or 3) require gun owners to be registered with the PHA.

These and other controversial provisions will be re-examined by the full Banking Committee at its June 16 markup. The Senate Banking Committee also plans to report out a housing and community development reauthorization bill in mid-June.

NACo

on the move

◆ The editorial board of *USA Today* met with NACo President **Barbara Todd**, Executive Director **Larry Naake** and Legislative Director **Reggie Todd**, June 6. They discussed NACo's children's initiative, the effort to stop unfunded mandates, health system reform and crime.

Naake, Reggie Todd, Public Affairs Director **Tom Goodman** and Media Relations Assistant **Traci Dove** also had meetings with *Washington Post* reporter William Claiborne and *Governing* magazine reporter Rochelle Stanfield where they talked over the impact of federal unfunded mandates on county governments.

◆ Associate Legislative Director **Tom Joseph** testified before the Health and Hospitals Committee of the Cook County (Ill.) Board of Commissioners, June 1, where he updated them on national health reform and advised them to go forward with their plans to build a new hospital.

◆ Alexei Stukanov, head of English language programs at the Russian-American College of Social Studies in Tomsk, Russia, was in NACo headquarters, June 2, to meet with NACo Associate Legislative Director **Donald Murray** to discuss county-run delinquency prevention programs.

◆ At a meeting on rural communities in transition, Linn County (Ore.) Commissioner **Dave Schmidt** spoke at a workshop on increasing demand on land and natural resources in the West. **Tom Mainwaring**, NACo's Forest Service liaison, also attended the meeting.

◆ Associate Legislative Director **Bob Fogel** spoke to a group of graduate students in the transportation field about county transportation issues and the role of NACo at a gathering sponsored by the Eno Foundation, May 23 in Washington, D.C.

◆ At a meeting of the Keystone Chapter of the Solid Waste Association of North America in Scranton, Pa., Associate Legislative Director **Diane Shea** gave a report on the issue of flow control, including the implications on counties by the recent Supreme Court ruling that struck down local ordinances requiring trash to be directed to specific solid waste facilities.

◆ **Neil Bomberg**, director of NACo's Training and Employment Programs, attended meetings with the Department of Labor on the Administration's proposal to develop a system of one-stop centers and participated in a work group on the activities of the inspector general.

On June 1, he spoke at a meeting of Pennsylvania Partners, the Pennsylvania association of job training administrators, on employment and training legislation.

Bomberg, along with Research Associate **Robin Fernkas**, traveled to San Antonio, Texas for the Texas Association of Private Industry Councils meeting on June 5 where he provided a legislative update.

◆ In Hennepin County, Minn., June 1-2, Fernkas and Research Assistant **Lou Witt** conducted training seminars for work-site supervisors and service delivery staff involved in the Radon Reduction/JTPA Summer Youth Initiative.

County News

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

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L.A. County addresses delinquency with interagency "chemistry"

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secured to the bars of her walker to prevent her from sucking on them, which, according to Eric, turns her fingers purple.

Although the goal now is for Michelle to walk, she seems most determined to free her hand. When she manages to do so, immediately she puts it into her mouth. Eric carefully secures it again and continues to coax her to take steps.

Davion, Eric and the five other teenage boys in T-shirts that read: "CBA MOVE Crew" work at the El Camino School three days one week and two the following week, rotating with another team of seven. Mobility Opportunities Via Education (MOVE) Crew members help children with severe mental and physical disabilities use specialized equipment and exercises to develop motor skills. They also assist teachers with classroom tasks and mealtime.

It is impressive to watch the warmth and gentleness with which these boys perform their jobs. It is easy to forget that they are currently serving time in a Los Angeles County (Calif.) detention facility.

Camp Afflerbaugh

Situated at the base of the San Gabriel Mountains, Camp Afflerbaugh is 116-bed, senior boys' work camp operated by the Los Angeles County Probation Department. All of the 16- to 18-year-olds sent here have been judged delinquent by the juvenile court and sentenced to between 18 and 51 weeks at the camp.

Their crimes range from drug possession to armed robbery, and nearly all of the camp's wards have been involved in some type of gang activity.

On alternating days of the week, half of the camp's wards attend high school at the neighboring Afflerbaugh-Paige Camp School, while the others are assigned to crews that work on projects for a local water district, a transit district and the county park system.

The focus of the camp's work projects is always on community service, which, according to Camp Director Larry Schryver, makes them all winners on three fronts. "The districts get the labor, the taxpayers save money, and the boys get meaningful employment experience," he says.

The boys earn high school credit for their work experience which is complimented by job search and retention skills training. When funding is available, they also earn wages that can be used to pay fines and restitution.

Wards who demonstrate consistent exemplary behavior on work crews and in camp, and who maintain a top five percent standing in their school classes are eligible to apply to the MOVE to Independence Program. Once in the program, they become the "envy of the camp," says MOVE Crew Supervisor Doug Schnauer. "But they really have to earn their way into the program. And they have to continue working hard to maintain the privilege."



Photo by Jill Conley

MOVE Crew members provide classroom and mealtime assistance to teachers at the El Camino School.

Stiffening the competition for a position on the team is the fact that only 14 wards participate at a time. "It's a high-visibility, elite program that encourages camp wards to modify their behavior so that they may have an opportunity to participate," Sue Thomsen, principal of Afflerbaugh-Paige Camp School explains. In fact, she says there's a waiting list to get onto the crew.

MOVE to independence

This interagency program, linking L.A. County's probation and education departments, was launched in 1990 after El Camino School Principal Mary Higgins visited a school for disabled children in Kern County, Calif., where the MOVE model was originally developed. Impressed with the results the mobility training was achieving, Higgins set out to create a similar program at her school.

When she called her friend, Sue Thomsen, in search of a steady volunteer force to staff the mobility program, Thomsen said, "I've got the kids." And the two pitched the idea to former Camp Afflerbaugh Director Floyd Simpson who immediately became an advocate for the program. Since that time, roughly 150 camp wards have staffed the program, at minimal expense, helping teachers fit children with special mobility equipment and helping children move.

According to teacher Sandi Gordon, since the program's inception,

11 El Camino School children have learned to walk unassisted even though medical doctors said they never would.

For others, simply developing weight-bearing ability has substantially improved the quality of their lives. "Many of these kids have been horizontal for most of their lives," says Gordon. "Learning to control their movements makes a tremendous difference not only in how they perceive the world, but also how the world perceives them."

El Camino teachers clearly get much-needed assistance from the MOVE Crew. In fact, many say they couldn't manage the mobility program without the boys' help. And for the Afflerbaugh wards, the program offers a reward for high achievement, meaningful work experience, and a sense of being a part of something important.

The boys also receive a certificate of successful program completion and a letter of recommendation for employment from the school when they are released from camp. At least two have gone on to secure permanent jobs as teacher's assistants as a result of participation. But much of what MOVE Crew members take from their experience working with disabled children may unfold in a less direct way.

Darren, 18, has two children of his own. "It's really helped me appreciate my own kids more," he says of his work at the El Camino School. "I think a lot about how lucky they are

to be healthy."

The program also gives camp wards an opportunity to see their own lives from a new vantage point. "The boys realize they don't have it so bad after all," says El Camino Teacher Greg Neff. "It seems to put their problems into better perspective."

The seeds of a changing perspective were easy to spot in Brent's eyes this morning. His first day on the MOVE Crew, he looked apprehensive as Allene Boekman, a 35-year veteran teacher's aide, led him by the hand through a room full of severely disabled children. But he worked hard to get into this program and he's determined to succeed.

In the afternoon, he is assigned to help a 14-year-old-girl walk. His job is to keep her moving. She moves enthusiastically at first as he guides her through the room. But she soon tires and deliberately collapses to the floor. Brent lifts her to her feet. She collapses again. Again, he lifts her to her feet and again she collapses. Eventually, she is walking again—a scene that may serve as a meaningful metaphor for Brent's future.

Hilcrest

On Fridays, MOVE Crews work at what may seem another unlikely place to find incarcerated juveniles—the Hilcrest Continuing Care Retirement Community.

But to Virginia Allen, 70, Hilcrest



Photo by Sue Thomsen

Arline, 90, enjoys lunch with her Camp Afflerbaugh buddy.

Bally's Casino & Resort
Las Vegas, Nevada
July 31 - August 4, 1994

Return completed form to:
NACo • Conference Registration Center
P.O. Box 26307 • Akron, OH 44311

Reminder: When traveling to Las Vegas, YOU DO NOT NEED a Saturday stay-over to take advantage of reduced airline fares. Also remember, NACo room blocks at conference rates are not available until Sunday, July 31.

NACo

59th ANNUAL CONFERENCE

CONFERENCE REGISTRATION

POSTMARK DEADLINE — JUNE 25, 1994

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

*Name _____ *Name _____ Mr/Mrs/Ms _____
(LAST) (FIRST)

*Title _____ *County _____

Address _____

City _____ *State _____ Zip _____ *Nickname _____

Telephone (____) _____ Fax (____) _____

REGISTRATION FEES:

Check box that applies

Advance
after
6/10 & ON-SITE

Member county attendee \$295

Non-member county attendee 350

Other government attendee 350

Other private sector 375

Spouse 50

Youth 30

TOTAL \$ _____

AFFILIATE INFORMATION – Check box that applies

<input type="checkbox"/> NACRC	<input type="checkbox"/> NACCA	<input type="checkbox"/> NCECE	<input type="checkbox"/> NACHFA
<input type="checkbox"/> NACP	<input type="checkbox"/> NACTFO	<input type="checkbox"/> NACE	<input type="checkbox"/> WIR
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<input type="checkbox"/> NACITA	<input type="checkbox"/> NACCED	<input type="checkbox"/> NACIO	<input type="checkbox"/> ICMA
<input type="checkbox"/> NACPRO	<input type="checkbox"/> NACIRO	<input type="checkbox"/> NACS	<input type="checkbox"/> NACMHD

POLITICAL AFFILIATION

Republican Democrat Independent

Spouse Full Name _____ Youth Full Name(s) _____

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

CREDIT CARD INFORMATION: (Check one) VISA MasterCard
 Card # _____ Exp. Date: _____

Cardholder's Name: _____ Signature: _____

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

CANCELLATION POLICY – Refund of conference registration fee, less an administrative fee of \$50 (or 1/2 of spouse/youth fee), will be made if written notice of conference registration cancellation is postmarked no later than **June 25, 1994**. Cancellation requests postmarked June 25 or later will be subject to an administrative fee equal to one-half of the registration fee.

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER JUNE 25, 1994 WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK.

HOTEL RESERVATION

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

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

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

Do you have a special housing request? _____

Please describe any special disability or handicap needs? _____

PLEASE NUMBER YOUR DESIRED HOTELS

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

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

_____ Bally's Casino Resort (Headquarters)	Single/Double	\$ 79
_____ Flamingo Hilton	W	\$ 77
_____ Alexis Park Resort	S	\$ 79

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

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

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

1. Complete Credit Card Authorization below. This is fast and easy; your room will be reserved and guaranteed.

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

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

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

CREDIT CARD AUTHORIZATION MasterCard Visa American Express

Card Number _____ Exp. Date ____/____/____

Cardholder's Name _____

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

Feds postpone conversion of signs to metric units

By Robert J. Fogel
associate legislative director

The Department of Transportation (DOT) recently announced that it will not implement highway sign conversion to metric units until after 1996. This issue has been of some concern to county governments in terms of the costs to replace signs on 1.6 million miles of county roads nationwide. A recent study by the National Association of County En-

gineers projected that converting all signs on all county highways in the United States would require 924,727 signs at a cost of \$88 million.

DOT had issued a notice in the *Federal Register* in August 1993 soliciting opinions on sign conversion (pro/con), and if in favor, asked how it should be done: routine maintenance, quick change or dual units.

Eighty-six percent of the comments received opposed converting signs to metric units. A majority of the negative comments mentioned

that the money used for sign conversion could be better used for the repair of roads and bridges and for the feeding of the poor. Those who favored change split between a quick change on a certain date or using both metric and English units on road signs. In terms of responses from local governments, about 60 percent were opposed to conversion, and both pro and con respondents indicated a need for special federal funding if the decision to convert was made.

It is hard to tell what will happen after 1996. Currently the FY94 transportation appropriations bill contains a prohibition on metric con-

version and the House version of the National Highway System legislation has similar language. NACO will continue to monitor the issue.

San Bernardino County official lands HUD appointment

Thelma Moore, deputy director of community and economic development for San Bernardino County, Calif., and president of the National Association of Black County Officials (NABCO), has been appointed deputy assistant secretary for planning for the Department of Housing and Urban Development. Moore is the first San Bernardino County official to serve the federal government at the deputy assistant secretary level.



Thelma Moore

She will report to Assistant Secretary Andrew Cuomo and Chief of Staff Mark Gordon, who are providing national leadership and management for community planning and development.

In addition to serving as

NABCO president, Moore is also currently vice chairman of NACO's Community and Economic Development Steering Committee and a member of the National Policy Institute and the Black Leadership Forum.

Regulations cripple child care system

Funding and regulation of child care by federal, state and local governments are highly uncoordinated and potentially damaging to the well-being of children, according to the Advisory Commission on Intergovernmental Relations (ACIR) in its new report, *"Child Care: The Need for Federal-State-Local Coordination."*

"As more and more women enter the work force in today's economy," said ACIR Chairman William F. Winter, "child care becomes an increasingly important intergovernmental issue. The emphasis on work requirements in welfare reform will

also increase demands for more and better child care. Federal-aid child care programs serve only 10-20 percent of eligible children in the poverty population."

"The present system," added Bruce McDowell, ACIR director of government policy research, "is a mishmash of programs and regulations that lets many children fall through the cracks. The federal government alone has five child care programs, each with different eligibility and regulatory requirements."

When a family's situation changes enough to transfer from one program to another, it is very

likely that they will have to switch child care providers — which can be bad for the child.

The commission also found that state and local government regulations too often create barriers to the expansion of services, force many small family daycare providers underground, and fail to ensure high-quality services.

For a copy of the report, *"Child Care: The Need for Federal-State-Local Coordination"* (Report A-128), contact: ACIR Publications, 800 K St., N.W., Suite 450, South, Washington, DC 20575, phone: 202/653-5640, fax: 202/653-5429.

INNOVATORS from page 5

resident coordinator for the Intergenerational Partnership Program, teaming hard-core youth with senior citizens for mutual gain is an obvious match. She says the "olders" and the "youngers" come to this program sharing a key common thread: loss of self-esteem. And building self-esteem is essentially what this program is all about.

The day generally begins with a planning meeting where the youngsters are briefed on the special physical and emotional needs of their senior partners. Afterward, the boys meet residents at their doors and accompany them to a community room where they participate in a variety of activities.

"We cannot fail," says Allen, a lifelong educator who is the machine behind this program. "We must do meaningful activities that can only succeed."

Allen believes that the use of language — listening, speaking, reading and writing — is essential to meaningful activity. So the first activity is always a choral reading which is usually followed by a writing activity. Today, the group reads the Walt Whitman poem, "I Hear America Singing," and then takes a crack at writing a modern version of it.

Afterward, they break into younger/older pairs and braid yarn ribbons that will be sold at a country fair along with wrapping paper they made during a previous visit. Proceeds will be donated to Hilcrest residents in need of financial assistance. The activity also gives partners an opportunity to chat one-on-

one about whatever they like while working toward a common goal.

When they finish the activity an hour later, Arline, 90, comments that the time always seems to go by so fast. Other olders echo the sentiment.

Next on the agenda is a group discussion, which Harry, 82, will lead today. The topic: authority.

"Everybody operates under some kind of authority," says Susan, 83, "whether it's their own conscience or integrity, their teachers or parents, or even God."

"That's right," says Walt, 82. "Everybody needs limits."

"Well, what do you think about the concept of 'being tough, but fair?'" asks Harry, who goes on to tell of a frail old teacher he had in high school who could make even the varsity quarterback shrivel without saying a word. The group agrees that people often respond to the way authority is delivered rather than authority itself.

"Quiet authority is the best kind of authority," says Walt.

"But how do we manage authority when someone who has it doesn't know how to use it?" Virginia asks.

"I just try to keep my self-respect and walk away," says Breland, 17.

This reminds Harry of a story about two men who approach each other in a stream. "When they meet, the first one looks the other in the eye and says, 'I never step out of the way for fools.'" The second man, calmly stepping aside, replies, 'I always do.'"

Juan, 17, chimes in, explaining how it used to be tough for him to

walk away from situations like that. "But now I'm starting to think things out better as I'm becoming more mature," he says.

This inspires Walt to solicit definitions of "maturity." He volunteers his own. "Certain things are right and certain things are wrong," he says. "When you're big enough to know the difference, you're a man."

"When you learn how to accept your mistakes," says Breland. "That's what maturity means to me."

When the discussion is over, Arline remarks again that the time seems to go by so fast. Her comment is again echoed throughout the room as the group prepares to share lunch.

Throughout the meal, the room buzzes with quiet conversation. The tone changes, however, when Arline is overheard serenading her partner, Breland, with a little tune. "Do you know that one?" she asks when she finishes.

"No," says Breland. "Do you know this one?" And he sings a song for her. She didn't recognize it.

Eventually the pair manages to find a song that both know — sort of — and within a few minutes, others join in: "If you're happy and you know it, bonk your nose," they sing, as the rest of the group listens and laughs. It's the first smile of the day for an older gentleman who started participating in the program today. He has been quiet and withdrawn all morning. But, he can't contain his laughter now.

When the impromptu sing-along draws to an end, the youngsters accompany the olders back to their

living quarters. Arline again comments about how fast the time goes by. The other seniors agree.

The following hour usually begins with a discussion about how things went in the morning and ends with the boys selecting note cards for letters they will write to their older partners during the week.

Often guest speakers are brought in to talk to the MOVE Crew about careers in allied health fields during this time. Today, however, the boys make Mother's Day plaques and cards that will be delivered to the ladies in the group on Sunday. When they finish, they argue about who has done the best job.

This program isn't about a generation gap. The goals here are to alleviate the isolation from which seniors often suffer, provide positive role models and a sense of responsibility for the juveniles, and to show both groups that they can make a difference in the world.

It's about building self-esteem through cross-cultural understanding and mutual respect, according to Allen.

It's also about creativity. "Those whose greatest strengths are in creative endeavors and who seldom have the opportunity to use these abilities, frequently do not develop healthy self-esteem," writes Allen in a memo to camp and school staff. "They may not 'fit the mold' others want them to fit, and rarely receive the approval self-esteem thrives on. Today we saw so many examples of high-level thinking among our youngsters."

In the same memo, she recounts the events of a previous MOVE Crew visit: "What a great discussion Walt led us into today," she writes about a group discussion on rap music. "And what an immediate response from our youngsters, who were willing to talk about 'their world.' I was very proud of our olders, with Arline and Margaret as leaders, who exhibited interest, respect and an eagerness to learn about what is a part of 'our kids.'"

"Wait until you hear 'The Hilcrest Rap,' written by Davion as a result of the discussion. I think the residents will love it. ... Here is a real creative kid."

The Hilcrest Rap

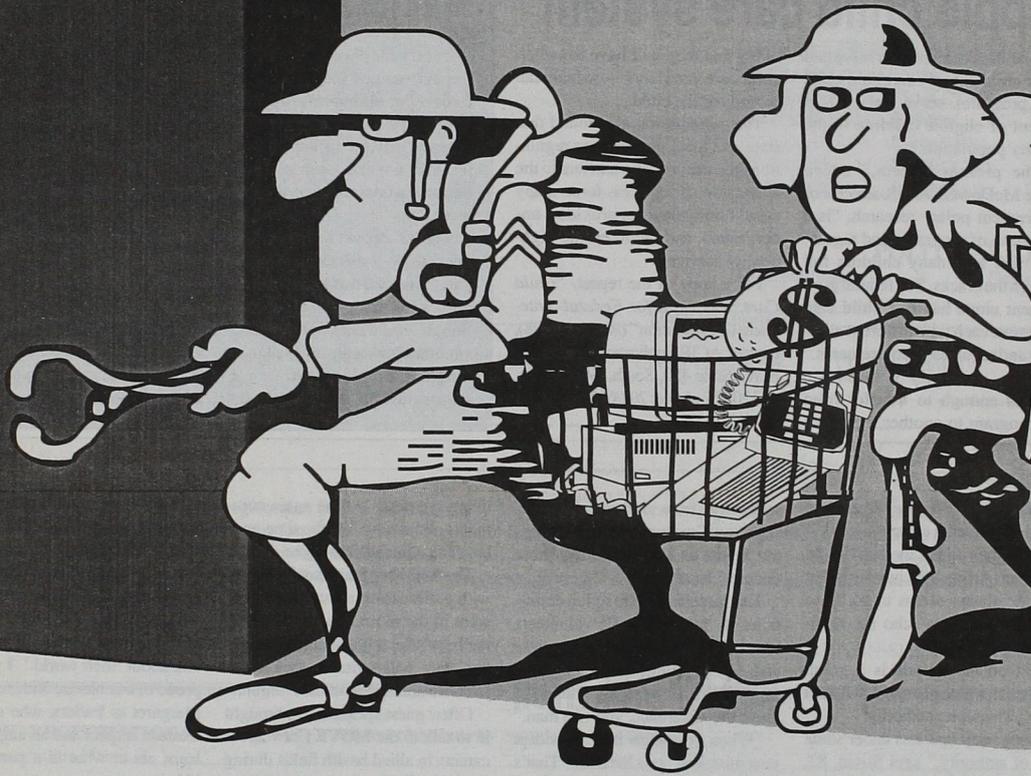
Three months later
And I'm out getting no rest
Thinking of the lovely people
At Hilcrest.
It's a mess
My mind is in.
Where do I go?
Where do I begin?
My life won't be the same
If I can't see the people
At Hilcrest again.

Davion, Camp Afferbaugh ward

For more information about this program, contact: Larry Schryver, director, Camp Afferbaugh, 909/593-4937; Sue Thomsen, principal, Afferbaugh-Paige Camp School, 714/593-4926; Mary Higgins, principal, El Camino School, 909/624-1631; or Virginia Hall, coordinator, Hilcrest Intergenerational Program, 909/392-4279.

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← EXHIBITORS →



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ANNUAL CONFERENCE GUIDE

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WIR delegates told Forest Service needs to streamline, become more efficient

By Susan D. Grubb
staff writer

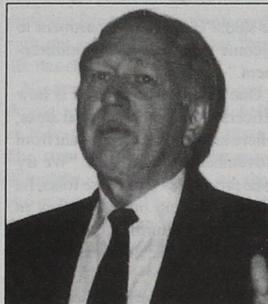
Partnerships between federal and local officials and the efficacy of county government are key factors in resolving the problems faced by western counties, a sentiment echoed by three of the speakers at the conference:

David Unger, U.S. Forest Service

"If you want the golden eggs, you have to protect the goose," said David Unger, associate chief, U.S. Forest Service. "The goose is the ecosystem."

Sustaining the ecosystem is at the heart of the Forest Service's vision, which was laid out by Unger at the Opening General Session. The Forest Service needs to streamline and become more efficient, he said, but "the linchpin is ecosystem management."

Rural development is another area the Forest Service is trying to improve, Unger added. In the past, rural development has been viewed as a derivative of managing land, he said, but the Forest Service is trying to take a more direct approach. "We're try-



David Unger
U.S. Forest Service

ing to put a broader perspective on rural development."

According to Unger, the essential steps to an effective rural development program are:

- 1) strengthening of integration of services — seek permanent authority from Congress, which now has to be renewed annually
- 2) strengthening of collaborative planning, and
- 3) strengthening of "Team USDA" — operate in a more unified, effective way.

"We want to be driven by the needs, than by the way our programs are set up," he said. "The



Bob Armstrong
Department of Interior

Forest Service is committed to working through partnerships."

Bob Armstrong, Department of Interior

"The West has become a place where everyone wants to be," said Bob Armstrong, assistant secretary, Land and Minerals Management, Department of Interior. "Ninety percent of the problem [in the West] is occasioned by growth."

Although the population shift is evident and there is a lot of change occurring, nothing is being done about it, he told delegates at Friday's delegate luncheon.



Claire Mosely
Rocky Mountain Oil and Gas Assoc.

Armstrong addressed the controversial issue of ownership of public lands and referred to court rulings that have consistently affirmed federal ownership. "I think basically we still own the land. ... We can't give that responsibility away." The federal government wants solutions and wants to stay out of the courts, he said. "There's nothing that says we can't work with the people involved. ... We don't want to do it alone. ... It's us, together."

Claire Mosely, Rocky Mountain Oil and Gas Association

Claire Mosely, manager, Public



Lands, Rocky Mountain Oil and Gas Association, based in Denver, Colo., updated delegates on the Endangered Species Act at Friday's luncheon.

Right now, there are 730 plant and animal species on the endangered list, she explained, and about 4,000 more are being considered by Congress, but reauthorization of the act has been postponed until next year. "They have their work cut out for them."

Public land users are being asked by the National Biological Survey, a new agency of the Department of the Interior, to conduct voluntary tests on whether they're disturbing these habitats, she told delegates. Mosely would like to see NBS come up with a planned strategy for their inventory of the United States that would provide useful data, rather than become a policy-making body. "We don't want land users to come to a grinding halt due to environmental concerns."

She urged local officials to get in touch with the local Bureau of Land Management and Forest Service offices and get involved with the planning process. "The only way to preserve the viability of Western economies is to get involved."

WIR CONFERENCE from page 1

tion highway NACo itself has come, when they arrived in Bismarck armed with laptop computers and a special device called a VGA overhead projection monitor, that transfers computer images onto an overhead screen.

With the touch of a laser pointer, staff members made their presentations while blocks of text smoothly moved side to side, up and down, on and off the screen, while sometimes changing color.

Also at the Board meeting, members approved the expansion of the NACoNET catalog sales pilot program, which offers hardware and software products and other services. The newly created NACo Financial Services Center also got a boost when the Board approved of the Davenport Financial Group as co-partner with NACo in the venture.

Board members also approved interim policy on county involvement in rangeland reform and local law enforcement jurisdiction in the national forests.

The two resolutions were presented to the Board by the Public Lands Steering Committee, which also took action on policy on the following issues: wetlands management, tribal/local government relations, Endangered Species Act reauthorization, siltation of federal dams, Western water rights, Bureau of Reclamation projects, and used oil

as a dust suppressant.

Partnerships between federal and local officials and the efficacy of county government was the theme running through the speeches of the conference speakers.

David Unger, associate chief, U.S. Forest Service, said that sustaining the ecosystem is at the heart of the Forest Service's vision, and that it is trying to put a "broader perspective" on its approach to rural development, and added, "The forest Service is committed to working through partnerships."

Who really owns public lands was an issue confronted by Bob Armstrong, assistant secretary, Land and Minerals Management, Department of Interior. Although he believes they are rightfully the federal government's, he extended an invitation to work with local governments in resolving the matter. "We don't want to do it alone. ... It's us together."

Other speakers included Claire Mosely, manager, Public Lands Rocky Mountain Oil and Gas, who updated delegates on the Endangered Species Act. Paul Keller, executive director for rural development for the State of Louisiana, presented his state's attempt to technologically link its rural doctors with their urban peers through a system called telemedicine. And Lloyd Omdahl, former North Dakota lieutenant

governor, gave some useful tips on how to effectively lobby state government.

Workshop topics ran the gamut from "Tribal Economic Development: Implications for Counties" to "Special Forest Products for Income Opportunity" to "Federal Water Projects in the 1990s." But the sessions that seemed to draw the most interest were rural crime and technology.

At their board meeting, WIR Board members were presented with a new vision statement for the Western Interstate Region (see below). They also discussed the next step on strategy for the Payments In Lieu of Taxes

(PILT) legislation and received an update on endangered communities.

At the Conference-Wide Event, delegates were greeted by re-enactors dressed up like Lt. Col. George Armstrong Custer and his wife Libbie at Fort Lincoln, the Custer's home in the years leading up to his demise at Little Big Horn. Participants were treated to North Dakota beef cooked over an open flame and entertained by a country-western chorus called the Plainsmen, while soldiers on horseback performed maneuvers.

At the closing banquet, North Dakota's Governor Ed Schafer described how technology has greatly improved the delivery of state ser-

vices. State governments are giving their technology ever increasing attention, he told delegates, and it's vital that counties move forward with them. "With targeted investments in counties, we can make a difference and provide quality services."

The new WIR officers were sworn in at the banquet. They are: WIR President Noel Williams, commissioner, Lincoln County, Mont.; First Vice President Larry Layton, supervisor, Navajo County, Ariz.; and Second Vice President Dave Schmidt, commissioner, Linn County, Ore. Also, Pete Coleman, commissioner, Wasatch County, Utah, was awarded the 1994 Dale Sowards Award.

WIR President Noel Williams on the new "WIR Vision"

"I've got vision, and the rest of the world wears bifocals," stated Paul Newman as Butch Cassidy in "Butch Cassidy and the Sundance Kid." The Western Interstate Region now has vision, or more appropriately, a "WIR Vision" to consider for adoption at the NACo Annual Conference in Clark County, Nev. The WIR Vision was presented by staff to the WIR Board at its Annual Conference in Burleigh County (Bismarck), N.D., and was well received by the board as a planning document for future policy debates.

Too often in the past, WIR has been perceived to be opposed to any modification or modernization of public land policies, regardless of who proposed such changes or what the effect might be. While this characterization was not completely accurate, it did have the effect of limiting the influence of WIR in public land management decisions. With the establishment of the positive vision statement, WIR can once again be considered "a player" in future discussions over public land policy.

The vision is clear: A cogent, co-

hesive, defensible message for the future of the West; solutions to maintain healthy ecosystems that coexist with healthy economic and social systems; and must be socially realistic, biologically defensible and in concert with natural laws.

While these concepts are open for interpretation, they provide a background for positive input in a number of areas of public policy beyond the traditional focus of public land policy. It is a step for the future, a step in the right direction for WIR.

'94 WIR CONFERENCE



WRAP-UP

By Susan D. Grubb
staff writer

The typical profile of rural criminals is changing, Sheriff Stan Lyson, Williams County, N.D., told participants at the workshop titled "Crime in Rural America: The New Highwaymen." Equipped with four-wheel drive vehicles, police scanners and mobile phones, they are much more mobile. And they are smart. They will drive to someone's home, call them from their vehicle to determine if they are there, and break into it if they are not.

When Social Security payments and farm security checks are mailed out, they follow the mailman to the homes that receive them, and then take them.

Gang activity is on the rise as well, he added. Knowing that sentences aren't as harsh on juveniles in the state, members recruit younger kids to commit their crimes for them.

Despite these changes, North Da-

Vigilance, cooperation, key weapons in rural counties' fight to cut off big-city-like crime



Williams County (N.D.) Sheriff Stan Lyson describes the crime situation in his county during the "Crime in Rural America: the New Highwaymen" workshop.

kota still has the distinction of being the state with the lowest crime rate, said Lyson, but reminded the

audience that crime cannot be approached in a reactive way. If it is, "you're going to have more crime,"

he said. "Help your department to become proactive in law enforcement."

One example he offered is how officers monitor recreational areas, where many homes are vacant from November through April. "We try to be proactive" with these folks, he said, by finding out when they're leaving and returning, and during their absence, checking their homes each day.

The county's large senior population also receives the same treatment. "We get a tremendous amount of calls from them. They're scared."

In Fremont County, Idaho, a program called the Tri-County Sheriffs Association helps lighten the load of Sheriff Terry Thompson and his 23-member staff.

The association, which is now 16 counties strong, was formed to help supplement law enforcement in the region, Thompson explained. Participating counties must sign on to a joint powers agreement, and each officer is deputized to perform law

enforcement duties in each member county. The only cost to the county requesting help is for the officers' overtime. "It's been a godsend for my department," he said.

Cooperation and communication between the sheriff and the county commission is key to having effective law enforcement, he believes.

His increased involvement with the Idaho state association over the last five years and his own county commission has caused him to look at the workings of local government in a different light. "I used to say, Why can't those commissioners give me more money? I've had my eyes opened up."

He attributes the county's appropriation of \$500,000 for an enhanced 911 system to his close relationship with them. "In this day and age, we just don't talk enough."

Thompson quoted a friend, a former county commissioner, that drove the point home: "A successful sheriff is one that's got three commissioners that like him."

Steering committees tackle Endangered Species Act, water rights

By Susan D. Grubb
staff writer

Both the Public Lands and Agriculture and Rural Affairs steering committees met during the conference to consider several resolutions.

Those passed include:

Public Lands

Endangered Species Act Reauthorization

- Asks Congress to pay for implementation of the act and require: a map of critical habitat, a recovery plan, an Environmental Impact Statement, cost/benefit analysis, peer review, public hearings, and equal access to judicial review as part of a process. Also, after an endangered species designation is made, no action should be taken to diminish the use of property until full compensation and due process have been provided. And, implementation of the act should occur at the lowest level of government possible.

Rangeland Reform

- Requests broader local involvement in the design of a new policy for the federal lands under the jurisdiction of the Bureau of Land Management. This resolution was also passed by the NACo Board of Directors.

Forest Service Law Enforcement

- In response to proposed federal regulations to establish a separate law enforcement body in na-

tional forests, allows local law enforcement to maintain its jurisdiction in these areas. The NACo Board also approved this resolution.

Wetlands Management

- Advocates that states should have primacy in establishing and administering wetlands policy, and until such time, the USDA Soil and Conservation Service should be the responsible agency.

Tribal/Local Government Relations

- Requests that the NACo Board of Directors review the 1990 report drafted together by the NACo Task Force on Indian Affairs and take appropriate action.

Siltation of Federal Dams

- Urges the Administration, Congress and the Bureau of Reclamation, in coordination with counties, to begin planning for the mitigation of dam siltation in the West.

Western Water Rights

- Supports federal legislation only if it recognizes water management is the responsibility of the states and provides flexibility for the states, requires federal managers to act in accordance with state policies on water, and acknowledges state rights in water matters.

Bureau of Reclamation Projects

- Urges the president and Congress to require the Bureau of Reclamation



At the Public Lands Steering Committee meeting, Linda Stoll-Anderson, commissioner, Lewis and Clark County, Mont., comments on a resolution under consideration, while Clyde Gephart, president, Wyoming County Commissioners Association, listens in. At right is Beverly Gibson, assistant director of the Montana Association of Counties.

tion to follow these considerations for new or amended projects: 1) Bureau will honor statutory commitments and obligations and assurances to states, 2) follow historic operation policies, 3) balance between historic uses and recreational use, and 4) all users must benefit from water allocation.

Used Oil as a Dust Suppressant

- Endorses the use of used oil as

a dust suppressant. The Environment, Energy and Land Use and Transportation steering committees must also consider this resolution at the Annual Conference.

Agriculture and Rural Affairs

Because they were unable to reach a quorum, the Agriculture and Rural Affairs Steering Com-

mittee were only able to consider three resolutions, putting off action until the Annual Conference. The resolutions were on the reauthorization of the Endangered Species Act, conservation reserve programs and Western water rights. Committee members also developed policy on the farm bill, which will be taken up during the next congressional session.



Telemedicine: prescription for ailing rural communities

By Susan D. Grubb
staff writer

Like so many rural areas in the United States, the more remote parishes in Louisiana are faced with a shortage of physicians. And those that do practice there are "professionally isolated" from their urban counterparts and the technology they use, according to Paul Keller, executive director for rural development, for the state. "We decided we had to change that," he told delegates at the Opening General Session.

In this attempt to bring its rural doctors "on-line" with their urban colleagues, the state developed the Telemedicine Initiative to link family practitioners with their peers through more advanced technology. For example, the initiative is designed to move past audiovisual conferences to more high-tech maneuvers, such as transmitting X-rays from a physician's office to a radiologist for diagnosis. "We knew we had to move telemedicine from consultative to diagnostic," said Keller.

Cameron Parish, the most remote area of the state with a population of 9,300, was chosen as the place to launch the program. Richard Sanders, M.D., the county's sole doctor, was linked up with the Lake Charles

hospital 50 miles away. Keller reports that Sanders is greatly pleased with the access and said that "his life has changed."

Nineteen parishes are now participating in the program, as well as 26 hospitals and 50 specialists. The state hopes to have the participation of 40 parishes by the end of next year. The total cost of the initiative to the state has been \$500,000. Research and testing were conducted at Louisiana State University, where a teleradiology test resulted in a 700 percent increase in efficiency, Keller reported. For the first time, he said, rural doctors don't need to send film out for diagnosis.

A good example of how the program has saved money can be found in the state prison system, where the cost to transport one prisoner to a hospital is \$600. The state found that 80 percent of the prisoners can be treated and diagnosed without leaving the facility, so the state is using telemedicine to link some of its prisons to hospitals.

Keller, however, is frustrated by the detour the information superhighway has taken around rural communities. It remains confined to urban areas, he said. "I tell you, rural America is still on a dirt road."

He believes the problem lies with Washington, D.C. The Administra-



Paul Keller, executive director for rural development for the state of Louisiana, takes a question from the audience after his presentation on telemedicine. At left is WIR President Bill Coates, supervisor, Plumas County, Calif.

tion is pushing the superhighway, but there must be a reorganization of the infrastructure to assure equal access to rural areas, he said.

Another problem, he added, is the Medicaid/Medicare system, which requires doctors to physically touch patients, which telemedicine doesn't allow.

Given these obstacles, the state is

planning on expanding the initiative to county health units where general exams, ultrasounds and some X-rays are done. Telemedicine is also being introduced into nursing schools so nurses can learn in the communities they serve.

The state also has the cooperation of some medical schools which have changed their curricula to require

residents to serve some of their time in rural hospitals utilizing the telemedicine system.

Keller feels that once there is a demand for this more regionalized care, the telephone companies will get on board and start wiring up rural America. "We can regionalize care," he said. "It will create a demand in rural areas."

NACo OnRamp will take member counties to the infohighway

By Winifred M. Lyday
information technology consultant

The NACo Board of Directors has authorized President Barbara Sheen Todd to sign a contract with SpaceWorks, Inc. to provide NACo, its members, affiliates and state associations with an electronic information service.

Through SpaceWorks, Inc., NACo members will be able to exchange E-mail messages. Committees and affiliates, if they so choose, will be able to enter special forums containing topical documents and current notices. Bulletin boards will allow members to share experiences and queries with fellow officials across the country.

Members also will be able to access Internet for information or to exchange electronic mail messages with acquaintances who are not using SpaceWorks. Other possibilities open to NACo include on-line conference registration, a NACo library, a member directory, catalog sales, electronic newsletters, special bulletins and Achievement

Award summaries. This new program has tentatively been titled "NACo OnRamp."

Space Works, Inc. offers options not available on most services. Its multimedia capabilities will allow NACo to provide video clips, complete with sound, for members. Bills can be compiled to allow each county or department to receive a single bill with charges detailed by individual user.

The multiprocessing capacity provided by SpaceWorks, Inc. will allow NACo members to perform several tasks (like sending mail, downloading a piece of model legislation, and reading a response to a bulletin board question) simultaneously, thereby saving time and charges.

The requisite software, which NACo members will receive for free, can be loaded onto a LAN, allowing county personnel the option of using LAN modems to access the service instead of having to install separate lines and modems. Several different billing options also will be available to meet the different needs of NACo members.

During the next few months, NACo staff will work with SpaceWorks, Inc. to build the unique service to be known as NACo OnRamp.

At the Annual Conference, a pre-

liminary NACo OnRamp will be available for testing at the SpaceWorks, Inc. booth located among the NACoServices group in the exhibition hall.

Members can also play with

NACo OnRamp at the computer playground situated in the room behind the registration desks. Questions or suggestions regarding the programs can be directed to Win Lyday at 202/942-4248.

Publication helps with housing strategies

"National Analysis of Housing Affordability, Adequacy, and Availability: A Framework for Local Strategies," recently published by the Department of Housing and Urban Development's Office of Policy Development and Research, can help local government and citizens assemble, analyze and apply vital information on community housing conditions and needs.

This book demonstrates principles for collecting and analyzing information on local housing needs to aid housing professionals and activists in preparing or evaluating a Comprehensive Housing Affordability Strategy (CHAS).

Using national aggregations of special 1990 Census tabulations provided to communities that submit a

CHAS, "National Analysis" illustrates how local data can yield a systematic description of housing market characteristics such as housing cost burdens, spatial segregation, overcrowding, and the composition and physical adequacy of the housing stock.

This exercise produces an up-to-date profile of national housing conditions and needs that is also valuable as a set of statistical norms to which readers may compare their local situation.

"National Analysis" also guides the reader through a process for diagnosing the underlying causes of these market imbalances as a basis for establishing a local housing strategy. This analytical process is framed as a series of basic questions to guide decisions about

allocating public resources:

- Which households experience the most severe or widespread housing problems?
- How many households already receive housing assistance?
- What are the underlying causes of local housing market problems?
- Which housing problems can be addressed without subsidies or direct financial assistance?
- What groups of households most need public sector assistance to meet their housing need? and
- What housing activities are best suited to addressing priority needs for housing assistance in the community.

Copies are available for \$4 from: HUD User, P.O. Box 6091, Rockville, MD 20850, phone: 800/245-2691, fax: 301/251-5724

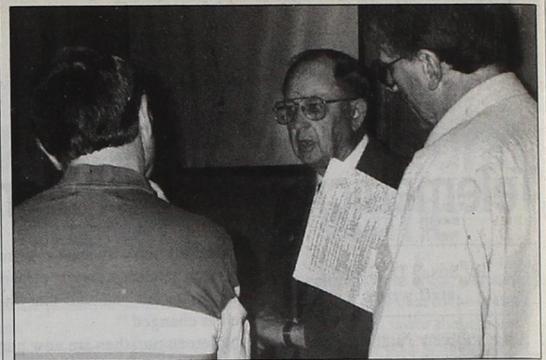
'94 WIR CONFERENCE

 WRAP-UP



All photos by Susan D. Grubb

NACo President Barbara Todd, commissioner, Pinellas County, Fla., conducts the swearing-in ceremony of the new WIR officers. Standing (l-r) are First Vice President Larry Layton, supervisor, Navajo County, Ariz., and Second Vice President Dave Schmidt, commissioner, Linn County, Ore. Seated is new WIR President Noel Williams, commissioner, Lincoln County, Mont.



Lloyd Omdahl, former North Dakota lieutenant governor, fields questions after his speech at Friday's General Session on how to effectively lobby state government. Here are some of his tips:

- 1) Keep profiles on the governor, state legislators, agency heads and staff members that have input on county issues — build a rapport with these people.
- 2) Assess the mood and agenda of the legislature when requesting a bill.
- 3) When a bill is introduced, determine how important hearings are in your state, how fluid the bill is, how strong you clout is, and how much politics will factor in.
- 4) Be a negotiator — it's your job.
- 5) Appear united with your county board.
- 6) Infiltrate — get on platform committees.
- 7) Become trusted and credible.
- 8) Attend all burial services — go to the conference committee.
- 9) Communicate and work with those people who will administer the bill or program.
- 10) Conduct a lobbying workshop in your county.



North Dakota Governor Ed Schafer addresses delegates at the Annual Banquet while WIR President Bill Coates, supervisor, Plumas County, Calif., listens.



Bruce Block, president and CEO of SpaceWorks (l), and NACo President Barbara Todd, commissioner, Pinellas County, Fla., pause as she reviews the contract with SpaceWorks, an on-line service for business-to-business communications, which will work with NACo in establishing a national county network, called NACo OnRamp, for E-Mail, bulletin boards, data bases and legislative tracking.



WIR President Bill Coates, supervisor, Plumas County, Calif. (l), congratulates the 1994 recipient of the Dale Sowards Award, Pete Coleman, commissioner, Wasatch County, Utah. Incoming WIR President Noel Williams, commissioner, Lincoln County, Mont., is at right. The award is named after former Conejos County (Colo.) Commissioner Dale Sowards and is awarded annually to an outstanding public official whose service and accomplishments have helped further the county cause on public lands.

NACo to cosponsor wood recycling conference

NACo is one of 44 cosponsors of the "Wood Recycling: Opportunities for Waste Generators and Solid Waste Facilities in the Southeast" conference along with the U.S. Department of Energy and the Southeastern Regional Biomass Energy Program. The conference will be held Monday, July 11 through Wednesday, July 13 at the Omni Charlottesville

Hotel in Charlottesville, Va. With the increase of waste disposal costs, decreasing landfill capacity, and the growing markets for recycled products, there are new opportunities for reusing and recycling wood waste materials. Yet despite the increase of recycling and new product opportunities that are taking hold in

some areas of the country, thousands of tons of wood waste are still disposed of in landfills or burned outdoors. At the first southeastern regional conference and exhibition focusing exclusively on wood waste recycling, the conference will:

- feature the latest information on wood waste recycling equip-

ment and facilities

- describe wood waste combustion, air emission, and ash handling equipment that can meet environmental standards and the experience of existing facilities that use wood waste for fuel
- identify end-use products, markets, specifications, and prices paid for products utilizing recycled wood waste, and

- explain federal and state solid waste management, recycling, energy, air emissions, and ash emissions policies and regulations concerning the processing and use of wood waste for fuel and other purposes.

For additional information or a conference brochure, contact Dona L. Loso at C.I. Donovan Associates, Inc. at 802/658-9385.

Department of Energy provides easy access to energy efficiency information

By Jennifer E. Ryan
legislative assistant

The U.S. Department of Energy (DOE) has set up a one-stop shopping hotline for people who need information on energy efficiency and renewable energy technologies. As a result of the consolidation of the Conservation and Renewable Energy Inquiry and Referral Service and the National Appropriate Technology Assistance Service, DOE has structured the Energy Efficiency and Renewable Energy Clearinghouse (EREC). EREC now handles inquiries ranging from a simple request for fact sheets, videos and bro-

chures to more complex technical inquiries. In addition, the clearinghouse will provide business assistance on financing for energy-related businesses. The toll-free number is 1/800/523-2929. DOE is also planning to extend service to the hearing-impaired and communications through Internet, a worldwide computer network. Other toll-free information lines provided by DOE include the Alternative Fuels Hotline (1/800/423-1363), which provides information to the public and fleet owners on alternative fuels; the Clean Cities Hotline (1/800/224-8437), for communities interested in joining DOE's nationwide alternative fuels

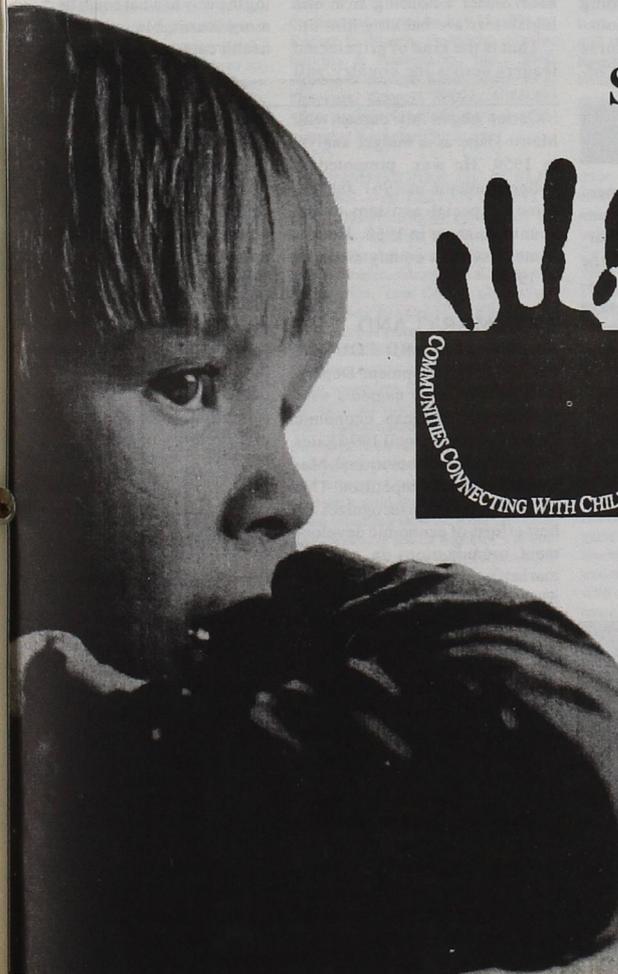
conservation program; and the Building Energy Standards Program Hotline (1/800/270-2633), designed to answer questions on DOE standards and the Energy Policy Act.

DOT streamlines procedures for mass transit grants

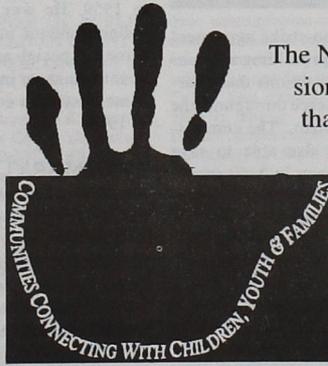
By Jennifer E. Ryan
legislative assistant

The Federal Transit Administration (FTA) has streamlined its policy on private enterprise participation for federal mass transit. FTA's policy change requires local officials to consider the participation of the private providers to the "maximum extent feasible" and that private operators be consulted in the development of proposed programs of projects. By contrast, the previous FTA policy imposed several requirements not specifically required by law.

Many transit authorities and local officials complained that the requirements significantly increased their paperwork, were labor intensive, and most importantly, reduced local flexibility. "The impact of this policy change is expected to eliminate procedures that are no longer needed and recognize that state and local officials will act in their best interest," said FTA Administrator Gordon J. Linton. Among the burdensome requirements voiced by local officials were the fully allocated cost accounting methodology, review of all bus routes every three years to determine whether the private sector should provide the service, mandatory dispute resolution process, and intrusion in local legal issues. The FTA's new guidance still requires consideration of the private sector involvement consistent with statutory provisions, but allows local officials greater flexibility in making local transportation decisions and eliminates these burdensome requirements. The private enterprise participation notice is printed in the *Federal Register* dated April 26, 1994 and went into effect May 26. For additional information, contact Jennifer Ryan at 202/942-4270.



SOMEBODY'S GOTTA DO SOMETHING FOR AMERICA'S CHILDREN...WILL YOU?



The National Association of Counties and The Cooperative Extension Service urge you to take part in a satellite broadcast session that's different from any other. You'll not only hear from advocates for our most vulnerable citizens, you'll take part in community-action activities in your local area. **Participate at the Annual Conference or at a site near home.** Be part of roundtable groups—county officials, program coordinators, experts, caregivers, mayors, state-level officials, and other public servants—that deal with the myriad problems in each community...from violence and neglect, to poverty, homelessness, and unwanted pregnancy.

Don't just worry. Help out! Attend the satellite broadcast.

"Communities Connecting with Children, Youth & Families"

August 3 9AM-12PM Pacific Time

At NACo, Contact Celeste Murphy (202) 942-4279



Health reform news isn't all bad; states launch prototype

By Neal R. Peirce
The Washington Post Writers Group

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

If the docs can't solve the health care crisis, how about a larger role for the nurses? Or — why not move even faster to those "managed care" systems that deliver health care with an emphasis on preventive and primary health care? With prenegotiated fees for patients' total care, the incentives suddenly turn against costly high-tech medical procedures.

Another new strategy: If we're finding it morally wrong to deny health coverage to millions of Americans, especially the working poor, how about using states' buying power to offer the doctors and hospitals a deal they can't refuse? The message: "Accept the working poor as patients, Medicaid recipients included. If you won't, you can't collect fees from serving a market you do want — state and local government workers."

Another strategy to get a breakthrough: If the doctors or insurers are blocking a state health reform plan, just wait

until there's a huge state budget deficit, and the only obvious way out is a tax hike. Then let the governor seize the moment of crisis and order health reform by executive order. (Read on — Gov. Ned McWherter in

15 states have expanded prescribing privileges for non-physicians. Legislators are accepting the idea that nurses are more inclined than physicians to preventive approaches and less high-tech medicine. And what

official told *Governing* magazine: "Instead of 'hospital,' we're now thinking 'health care system.' You won't recognize us 10 years from now."

On the politics of health reform, Tennessee is the newest star performer. Medicaid's portion of Tennessee's budget ballooned from 13.4 percent in 1987 to 26.5 percent in 1993. The program was draining money from education and other critical services and was poised for another budget-breaking rise.

So Gov. McWherter used his executive order power to institute TennCare — a managed-care system embracing both Medicaid and working poor citizens. The legislature was glad to step out of the way and let the governor take the heat — and heat there was.

A firestorm of protest broke loose when physicians learned that unless they signed up to care for TennCare's less-than-affluent patients, they'd be barred from lucrative business under the Blue Cross/Blue Shield insurance plan for state and local workers.

But Tennessee's fiscal condition remains so grim that McWherter's holding firm and legislators are backing him up.

That is the kind of grit elected leaders across the country will

have to start showing, more and more.

Common sense and perseverance can pay off. Oregon incurred the wrath of Washington bureaucrats and special interest medical lobbies when it first proposed its plan to give health coverage to all poor people but exclude some services to make the system affordable. "Rationing," cried some critics, as if thousands of Oregonians weren't already being deprived of health care security.

But Oregon did persevere; the Bush Administration denied it the federal Medicaid waiver it needed, but the Clinton Administration agreed. Now tens of thousands of the uninsured working poor are rushing to enroll in the Oregon plan, at almost twice the projected rate.

The newly insured tell poignant tales of care denied, of deep fear for their health and personal solvency. For Oregon to turn back, and uninsure them, would be unthinkable.

Virtually all state reformers believe strong federal legislation is needed to assure universal health care in America. But in the meantime, through imagination and courage, they are blazing the way to what could be vastly more equitable and effective health care for Americans.

(c) 1994, Washington Post Writers Group

Virtually all state reformers believe strong federal legislation is needed to assure universal health care in America.

Tennessee did just that.)

Then there is Oregon's question: If the top priority is decent medical coverage for all citizens, the working poor included, why not cover thousands more and pay some of the added costs with state funds saved by denying coverage for keeping brain-dead patients hooked to machines, or for treating minor, non-threatening ailments such as canker sores or diaper rash better treated at home.

The good news is that all these efforts are being tried in one or more states. And nurse practitioners are on a roll, demanding and getting from legislatures the right to provide more primary care, open their own clinics, dispense prescriptions, and work with less tight physician supervision.

Since January 1993, at least

people often need more than complex medical attention is help in coping with their lives — a role in which nurses often star.

State medical societies are bitterly opposed to broadened rights for nurse practitioners. Some (get this!) are even accusing nurses of getting too political.

"Managed care" systems are getting a solid test run in states ranging from Florida to Minnesota, Tennessee to Washington. In most cases, those systems are putting a damper on health cost inflation. And they're changing health care. Vanderbilt Medical Center, a major teaching hospital, is downsizing its high-tech hospital services and opening clinics — one in a public housing project staffed by nurse practitioners. A Vanderbilt of-

News from the nation's counties

North

PENNSYLVANIA

• **ALLEGHENY COUNTY** taxpayers parlayed a \$42.5 million public investment into a 19-to-1 return when they built the nation's most modern, user-friendly airport. And they kept within the official budget of \$808 million.

Pittsburgh's midfield terminal grew more than 60 percent during

construction — from 1.2 million to 2 million square feet, with a corresponding growth in construction cost from \$503 million to \$803 million. However, all cost increases represent additional work that airlines requested and will pay for.

In addition, the \$42.5 million public investment that primed the pump may eventually be recovered from commercial development of airport land, meaning the airport system would essentially pay for itself.

Airport construction was estimated to cost \$503 million in the spring of 1987, when county commissioners Tom Foerster, Pete Flaherty and Barbara Hafer broke ground for a 62-gate terminal on a 900-acre construction site — twice the size of downtown Pittsburgh.

In the next year, architect crews went to work detailing thousands of design features from moving walkways and a people-mover train, to glass walls and red overhead pipe trusses. In June, 1988, USAir signed a 30-year lease, convincing other airlines that the project was a go. Thirteen more gates — for a total of 75 — were ordered.

In April 1989, the commission-

ers signed a no-strike agreement with Pittsburgh building and construction trade unions that guaranteed labor peace throughout the life of the project. The commissioners were also able to save taxpayers money by refinancing an eight percent revenue bond when interest rates dropped in 1993, getting a five percent rate.

The terminal has been operational for the past 18 months, though some construction work is still underway.

South

FLORIDA

• **T H E** American Society for Public Administration (ASPA) will honor **M E T R O - D A D E C O U N T Y**

Assistant County Manager Dennis I. Carter for his outstanding career in public service. A Metro-Dade employee for 35 years, Carter will be named ASPA's Public Administrator of the Year at its annual installation luncheon, June 15.



Carter began his career with Metro-Dade as a budget analyst in 1959. He was promoted to budget director in 1961 and became a special assistant to the county manager in 1966. He was named assistant county manager in 1979.

MARYLAND

• **T H E H O W A R D C O U N T Y** Economic Development Department was recently named a winner in the American Economic Development Council 1994 Sales Literature and Promotional Materials Awards Competition. This annual competition recognizes the best efforts of economic development organizations in creating marketing materials that will attract and retain business and industry, and promote tourism and growth in their respective communities.

Howard County Economic Development earned two Best of Class awards for its entries in the General Purpose Brochure/Tourism category and in the Foreign Language Brochures category, as well as two Superior awards for its entries in the Annual Report category and in the Direct Mail Campaign category.

Now in its 36th year, the competition attracted more than 750 entries from a broad spectrum of economic development organiza-

tions both inside and outside the United States.

Entries were judged by a panel of experienced corporate site location executives to whom economic development promotional materials are frequently directed. They were judged according to their excellence in seven areas: 1) overall creativity and impact, 2) copy/narrative, 3) positioning and differentiation, 4) appropriateness of message, 5) presentation of information, 6) design and layout, and 7) clarity of message.

Midwest

MINNESOTA

• **R A M S E Y C O U N T Y** Commissioner Diane Ahrens was honored recently with the 1994 B. Robert Lewis Award by the Minnesota Public Health Association.

Established in 1979 to honor an elected official who has distinguished himself/herself in aggressive pursuit to establish and maintain health as a human right and to secure optimal community and personal health, the award was named for B. Robert Lewis, a former Minnesota state senator and champion of public health care issues in the legislature.

Ahrens is well known for her

Continued on page 15

We invite readers to submit items for "News from the nation's counties."

Mail to us:

c/o County News
440 First St., N.W.
Washington, DC
20001

FAX to:

202/393-2630

Notices ... notices ... notices

CONFERENCES

■ **The Government Finance Officers Association (GFOA)** will sponsor a workshop on governmental accounting, auditing and financial reporting in July at the following locations: Seattle, Wash., July 11; Sacramento, Calif., July 13; Los Angeles, Calif., July 15; Baltimore, Md., July 25; and Chicago, Ill., July 29.

Advanced registration by mail is required for each seminar. The cost is \$220 for members and \$270 for non-members.

For more information, contact: Robert Gee, GFOA Educational Services Center, 180 North Michigan Ave., Suite 800, Chicago, IL 60601, phone: 312/977-9700.

■ **"Making Informed Labor Market Choices: The Right Tools, The Right Time!"** is the theme of the 17th Annual State Occupational Information Coordinating Committee (SOICC) Conference, Aug. 13-17, in

Danvers, Mass.

The conference is designed to provide practical information about new legislative initiatives in the education and labor fields and to help participants develop strategies for implementation at the state and local level.

To register, contact: Deneen Pennington of the National Occupational Information Coordinating Committee (NOICC) Training Support Center, phone: 405/743-5554, fax: 405/743-6908. For more information, contact: Mary Sue Vickers, NOICC conference coordinator, phone: 202/653-7680.

PUBLICATIONS

■ **"Helpful Resources for Small Communities"** is a free listing of guidebooks, videos and other useful materials from the **National Association of Towns and Townships (NATA/T)**. The materials listed in the NATA/T resources guide feature step-by-step solutions illustrated with

practical small town case study examples.

For your free copy, contact: NATA/T, 1522 St. N.W., Suite 600, Washington, DC 20005-1202, phone: 202/737-5200, fax: 202/289-7996.

■ **The Urban Institute** recently released **"Reflections on the Fourth Stage of Federalism: The Moderate Power of the Middle Class."** The essay describes how the political influence of the middle class has become the primary force shaping national, state and local government roles in setting and carrying out U.S. domestic policy. The cost is \$8.50 per copy.

To order, contact: The Urban Institute Research Paper Sales Office, 2100 M St. N.W., Washington, DC 20037.

■ **"Community Economic Analysis: A How-To Manual"** (RRD 141), published by the **North Central Regional Center for Rural Development**, is designed to assist individu-

als who desire to bring information to a group of citizens or decision makers concerned with the economic future of a community. The cost is \$4.

For more information, contact: North Central Regional Center for Rural Development, 404 East Hall, Iowa State University, Ames, IA 50011-1070, phone: 515/294-8321, fax: 515/294-2303.

■ **Community-based non-profit organizations** that have creatively pieced together development and debt financing with equity and subsidies from many sources to develop and maintain affordable multifamily rental housing are highlighted in two publications from **Community Information Exchange: "Deals From Hell: How Creative Nonprofits Pull Off Affordable Multifamily Housing with Only 11 Funders"** (\$9) and **"Case Studies in Affordable Multifamily Rental Housing"** (\$15).

For ordering information, contact: Community Information Exchange, 1029 Vermont Ave., N.W., Suite 710, Washington, DC 20005, phone: 202/628-2981, fax: 202/783-1485.

■ Various professionals in the

correctional field determine the principles, policies and procedures necessary to maintain correctional facilities in the **"1994 Standards Supplement"** (members \$27.50/non-members, \$34), published by the **American Correctional Association**. Also available is the **"Field Officer Resource Guide"** (members \$24/non-members \$30).

To order, contact: American Correctional Association, 8025 Laurel Lakes Court, Laurel, MD 20707-5075, phone: 1/800/825-2665 or 301/206-5059.

■ **"Access To Opportunity," "The National Transportation System," "The Commuter Benefit," and "Reverse Commute Transit Service Offers Relief for Unemployment, Poverty"** are new publications by the **American Public Transit Association**. These studies help make the case for strengthening the commitment to public transportation.

For ordering information, contact: American Public Transit Association, 1201 New York Ave., N.W., Washington, DC 20005, phone: 202/898-4000, fax: 202/898-4070.

Job market

CHIEF, FIRE AND RESCUE DEPARTMENT — PRINCE WILLIAM COUNTY, VA.: (Population: 253,000) Competitive pay and benefit package depending on qualifications — current salary range is \$60,736 to \$85,637. Located 22 miles south of Washington D.C. in the path of major urban development. Approximately 348 square miles of diverse topography. First rate public school, low crime rate and plentiful leisure time activities. Services are provided through long-standing and respected professional/volunteer combination department. Chief reports to appointed County Executive and has functional responsibility for (in partnership with and as Chairperson of the Prince William County Fire and Rescue Association) fire suppression and prevention, haz-mat, emergency medical services, rescue, Enhanced 9-1-1 and disaster preparedness. Management and supervisory responsibility for about 215 county employees and 1,000 trained volunteers working out of fifteen stations. Department budget is currently \$11.6M. Re-

quires any combination of education and experience equivalent to a Bachelor's Degree in Fire Science and Administration, supplemented by specialized relevant training; and 5-7 years of experience with state or local government fire and rescue services; and 3-5 years experience in a supervisory and administrative capacity. Strengths in management, leadership, interpersonal communications, negotiations required. Must be supportive of volunteer service. Send confidential resume by July 15, 1994 to: Robert E. Slavin, President, Slavin, Nevins & Associates, Inc., 3040 Holcomb Bridge Road Suite B-1, Norcross, Georgia 30071, 404/449-4656, fax: 404/416-0848. An Equal Opportunity Recruiter/Employer.

COMMISSIONER OF PUBLIC WORKS — SULLIVAN COUNTY, N.Y.: This challenging opportunity requires an aggressive person with a proven record of successful public works administration. We are a rural and scenic upstate New York County situated approximately 90 miles N/W of the City of New York. Present Public Works Department staffing of 210 with an annual operating budget of \$22 million. Department supervises all infrastructure management activities including construction, maintenance, repair, demolition, custodial care of buildings, bridges, highways, parks/recreation facilities, and airport. Commissioner will also oversee a solid waste management program including landfill. Ideal candidate will possess at least a bachelor's degree and substantial experience in the administration of public works programs as a department head or assistant department head. Possession of a New York State Professional Engineers license is desirable. We offer standard public sector fringe benefits including health insur-

ance, leave time, enrollment in New York State Employees Retirement System. Submit resumes, including statement of your salary requirements, by July 15, 1994 to: Sullivan County Personnel Department, 100 North Street, P.O. Box 5012, Monticello, New York 12701-5192. EEO/Affirmative Action Employer. M/F/V/H.

COUNTY MANAGER — VOLUSIA COUNTY, FLA.: (population: 385,000). Growth Projected to 463,000 by millennium. A highly liveable, diverse community with a broad commitment to family values, the environment, endangered land preservation, quality of life, education, cultural arts and business/economic development. Fifteen incorporated cities and three unincorporated communities. A center of education, recreation and commercial activity. Daytona Beach is the largest city and DeLand serves as the County Seat. Present Manager since 1971 is retiring. Salary negotiable. Present compensation package is approximately \$115,000. Reports to seven member County Council elected five by district for two-year terms and two at-large for four-year terms. Chairperson elected by Council. Strong Council/Manager Charter adopted in 1970. \$273M budget; 2,374 full-time and 809 part-time employees; Full-service County including public safety, water/wastewater, airport, beach, and Ocean Center. Requires competence, integrity, effective relationship-builder and energetic performer of duties. Requires Bachelor's degree in Business Administration, Political Science or related field, with experience as an effective administrator/manager of a governmental or private sector entity. A higher degree a plus. Requires a proven track record of superior performance as a manager and ac-

ceptance of individual and his/her staff by the community at-large. Should accept and support service cost containment and outstanding public service. Experience in economic development, environmental protection, growth, beach and water management and cost

reduction. Send resume (followed by standard application form and response to questions) postmarked by July 9, 1994 to Mary Bennett, Secretary, County Manager Advisory Selection Committee, Volusia County, P.O. Box 1064, Daytona Beach, FL 32115-1064. EOE.

NEWS FROM from page 14

tireless efforts in advocating reform, especially for citizens who do not have adequate access to health care. Ahrens, a member of the Ramsey County Board of Commissioners since 1975, currently serves as chair of the board's Health, Human Services and Corrections Committee and serves on the boards of the St. Paul Ramsey Medical Center, the Association of Minnesota Counties, Human Services Council, Children's Defense Fund Advisory Committee and many others. She also was the only local elected official appointed by Congress to the National Commission on AIDS.

West

CALIFORNIA

• Now there's another good reason for **SAN DIEGO COUNTY** residents to commute to work by bus. The San Diego County Transit System (CTS) now offers a ride in emergencies, free of charge, for people who buy a monthly bus pass for five CTS Commuter Express Bus routes. Emergency ride service will be provided by an airport shuttle service under contract to CTS.

Dubbed the GREAT Program, Guaranteed Ride for Emergencies Any Time, is funded by a grant from the Air Pollution Control District as an incentive to reduce single-occupant vehicle trips. The program will be evaluated after one year.

Valid uses of the emergency ride program include illness of a commuter, illness of a family member or family crisis, and un-

expected request of a supervisor to work past regular work hours. Each commuter is eligible to receive up to four emergency rides in a 12-month period.

KANSAS

• **SEDGWICK COUNTY** Manager William Buchanan was

recently elected chairman of the International City-County Management Association (ICMA) Retirement Trust's Board of Trustees.



William Buchanan

As chair of the \$3.5 billion trust, Buchanan will oversee meetings to review the trust's investment goals, fixed-rate investment funds, and the performance of the fund's investment manager, the ICMA Retirement Corporation.

NEW MEXICO

A legal opinion issued by Attorney General Tom Udall's office concluded that land-use ordinances by several New Mexico counties have no legal effect on federal and state agencies.

Dozens of counties in the West have adopted local land-use ordinances because of concerns about economic losses from reduced logging, grazing or mining on federal lands. Catron County, in southwestern New Mexico, was among the first to adopt a local land-use ordinance for federal lands.

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.

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Contest

NACo is in search of

County Courthouse or County Administration Building photo in three categories: color, black & white, and "seasons." Winning entries will be framed and mounted at NACo headquarters as part of a permanent collection showcasing county government.*

CONTEST RULES: Photographs must be printed in an 8 x 10 format, labeled on the back with name of county and state, category, date of courthouse dedication and name of photographer.

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

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

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

Winners will be asked to supply negative or color slide.

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

Contest Deadline: July 1, 1994

Prizes: Each grand prize winner will receive two complimentary registrations to the NACo Conference of their choice. "Distinguished" winners will receive one complimentary registration to the 1995 Annual Conference in Fulton County (Atlanta), Ga.

Entries should be mailed to: NACo In Search Of, 440 First St., N.W., Washington, DC 20001-2080.

*Winning entries will also be published in County News and may be featured in a County Government Calendar tentatively scheduled for publication in 1995.

WE WANT YOUR ENTRY! *NACo's MULTICULTURAL DIVERSITY AWARD PROGRAM*

NACo President Barbara Sheen Todd has asked the presidents of NABCO, NAHCO and WON to join her in cosponsoring an award which recognizes county governments for their efforts to promote understanding of cultural differences within the community and the county work force.

Applications are due in this office by July 1, 1994 and should be addressed to:
Selection Committee
Multicultural Diversity Award
440 First St. N.W., 8th floor
Washington, DC 20001
Fax: 202/737-0480 or 202/393-2630

The award will be presented at NACo's Annual Conference, July 31-Aug. 4,
in Clark County (Las Vegas), Nevada.

For additional information, contact Cynthia Featherson of the NACo staff at 202/942-4221.