County News

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INSIDE

House starts moving appropriations

By Kathy Gramp
budget analyst

With the start of FY91 less than four months away, pressure is building in the U.S. Congress to proceed on appropriations bills with or without a budget agreement. House action on appropriation procedures was delayed until mid-June, however, to accommodate Republican demands that the summit be given more time to produce a plan. The Appropriations Committee decided, however, to move ahead on several bills.

Keeping the summit and spending bills on parallel tracks is becoming difficult, especially for the Democrats. On the one hand, they want appropriations to be passed on a timely basis to avoid the embarrassment of another massive omnibus bill. But if they move soon to enact either a budget resolution or spending measures, they run the risk of being accused of scuttling the budget summit.

Analysis

Waiting until mid-June gives the summit negotiators time to hash out spending priorities. Lawmakers were receptive to U.S. Secretary of Defense Richard Cheney's June 6 offer to study the effects of a 25 percent cut in military forces over several years. There is some expectation that reducing troops, airplanes and ships by this amount could yield budgetary savings close to those assumed in congressional budget plans.

Even with this progress on defense, there is little hope of an "agreement in principle" being adopted before the end of the month. One snag is domestic spending, which few of the negotiators want to see cut. A newly created working group of congressional and administration staff has been asked to find ways to curb spending on entitlement programs.

As the meetings continue to lose steam, political pressure for an agreement also appears to be waning. According to press reports, Democratic lawmakers detected little voter interest in the deficit over the Memorial Day recess. Unpopular measures, such as taxes, may be hard to enact without grass roots support.

The other escape hatch may be the slowdown in the economy. Under the Gramm-Rudman-Hollings law, the deficit targets can be suspended if economic growth falls below one percent for two consecutive quarters. There is some speculation that this may happen, since the Commerce Department's preliminary forecast for the first quarter of 1990 showed the economy growing at only 1.3 percent. (Final figures will be released on June 21 and the estimates for the second quarter on July 27).

For its part, the House Appropriations Committee is trying to stay on schedule to pass four spending bills before the July 4 recess, including the controversial foreign

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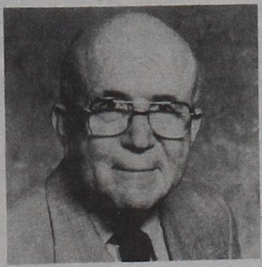
House ready to act on JTPA

By Larry Jones
associate legislative director

U.S. Representative Augustus F. Hawkins (D-Calif.) told U.S. Department of Labor Secretary Elizabeth H. Dole that the House Educa-



U.S. Rep. Augustus Hawkins (D-Calif.) is ready to move on JTPA legislation.

tion and Labor Committee was prepared to take action on H.R. 2039, the Job Training Partnership Act Amendments of 1990, in June. Hawkins' remarks were in response to Secretary Dole's testimony urging Congress to move quickly to enact legislation that

See JTPA, page 4

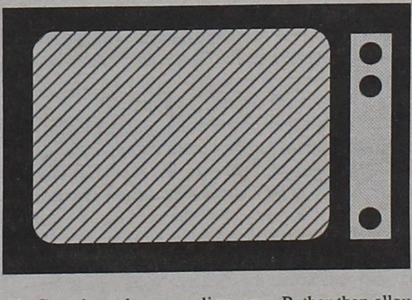
Counties kept out of picture in proposed cable legislation

By Robert J. Fogel
associate legislative director

The U.S. Senate Commerce Committee approved new cable television legislation on June 7 that does little to return regulatory authority to counties and other local governments. The momentum for the bill came mainly from consumers who complained to Congress about the large rate increases and poor service following the deregulation of cable in 1984. The Cable Communications Act of 1984 and subsequent court and Federal Communications Commission (FCC) decisions effectively stripped local government of most authority to regulate cable.

As currently proposed, the new legislation would establish a rate regulation scheme whereby the FCC would regulate rates for a basic tier of cable service and would allow a local government to carry out rate regulation if it followed procedures and guidelines set forth by the FCC. However, the basic tier is narrowly defined and includes only local broadcast channels and public access channels, omitting the vast number of cable channels from local government regulation.

Another major issue of concern to NACo was improving the franchise renewal process. Under current law, it is almost impossible to deny the renewal of a franchise to a cable operator. This legislation does not address this issue except to place additional burdens on local governments.



NACo adopted new policy on cable at the Legislative Conference in March that called for Congress to provide local governments with the authority to protect the interests of consumers by returning a portion of the authority lost since 1984.

In a letter to Senate Commerce Committee Chairman Ernest Hollings (D-S.C.) and committee members, NACo, along with the National League of Cities and the U.S. Conference of Mayors, stated their opposition to the proposed legislation saying, in part, "We believe local governments to be charged with ensuring that the public interest is served and the consumer is protected. The [bill] before you does not provide local government with a reasonable ability to meet this charge."

Other areas of concern to local governments are consumer protection and technical standards. Rather than allowing counties and other local governments to set and enforce standards in these areas, the measure preempts local governments and gives the authority to the FCC. The bill does, however, pro-

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America's counties
Spotlighting: an update

By Ann Klinger
NACo president


Ann Klinger

The last two weeks have been exciting as Tom Goodman, NACo's director of public affairs, Jim Benefield, a public relations specialist at Waste Management, and their team began shooting footage for a 15-minute video on county government.

Their efforts on counties and the challenge of change is expected to be screened for the first time at the Annual Conference, July 14-18, in Dade County, Fla.

Gaining increased visibility for county government and its responsibilities and challenges will continue to be goals of the Executive Committee as we plan for the next five years.

More good news! The Advisory Commission on Intergovernmental Relations (ACIR) will feature county government in the December issue of *Intergovernmental Perspective*. Further, Robert B. Hawkins, Jr., ACIR chair, and John Kincaid, executive director, have announced that funds have been received from the U.S. Department of Justice to do a major study on the role of elected representatives of general purpose governments [i.e. county commissioners, governors, state legislators, mayors.] in the administration of criminal justice. Donald Murray, NACo's expert on justice and public safety, has been a strong supporter of this effort.

The Job Training Partnership (JTPA) Alumni Week in late August will be an excellent opportunity to spotlight county success stories, as will First Vice President Mike Stewart's focus on volunteers which will kick-off at the Annual Conference.

Also, planning is underway for a County Government Week in April, 1991. Second Vice President Kaye Braaten and her committee have been working hard and further announcements will be made at the Annual Conference after consultation with the state executive directors.

Three major research efforts are underway. County Health Center Co-director Mary Uyeda is in the process of testing the county health survey. It will be finalized and mailed to all counties soon.

The major county government survey is being updated this year and a study and survey of county revenue will be completed as well — staff contacts are Jim Golden and Susan White. Be sure to cooperate on these surveys — when we have the facts, it will help gain greater credibility for counties.

I look forward to seeing all of you in July in Dade County. The Annual Conference is the association's premier policy-setting and educational event. If you are new to NACo, I can assure you that you are in for a stimulating, battery-charging experience.

And if you're a conference veteran, you already know the value of meeting, discussing and sharing ideas and experiences with your counterparts across the country. Working together does make a difference.

And while you're in Miami, don't forget to look for the new "County Government Works" buttons. They will feature the 1989-90 NACo theme, "Spotlighting Counties." Be sure to get yours — and let us hear your ideas.

Housing bills move closer to floor action

By Haron N. Battle
associate legislative director

Affordable housing legislation will finally appear on the U.S. Senate and House floors after three years of study, analysis, testimony and debate.

The Senate Banking, Housing and Urban Affairs Committee has reported out the National Affordable Housing Act, S. 566, which may go to the Senate floor this month, while the House Banking, Finance and Urban Affairs Committee should have completed its mark up of the Housing and Community Development Act of 1990, H.R. 1180, during the week of June 12.

The Senate and House bills contain different, but not conflicting, strategies. S. 566 would authorize a new delivery system that builds upon the capacity of state and local governments to design affordable housing programs. Although H.R. 1180 has several new initiatives, its primary thrust is to perfect and increase funding for existing housing and community development programs.

Both bills incorporate provisions of the administration's housing plan, Homeownership and Opportunity for People Everywhere (HOPE).

Despite this, U.S. Housing and Urban Development (HUD) Secretary Jack Kemp, in a June 6 letter to U.S. Representative Henry B. Gonzalez (D-Texas), chairman of the House Banking Committee, expressed concern with the house measure, particularly over its six rental production programs. On previous occasions Kemp has echoed similar reservations about the Senate provision that would give state and local officials discretion to produce housing. New construction programs, in Kemp's view, are inherently subject to fraud and abuse.

New initiatives

The centerpiece of the Senate bill is the Housing Opportunity Partnerships (HOP) program in which a housing trust fund would be established for each entitlement jurisdiction and state. Communities would have considerable flexibility in deciding whether acquisition, rehabilitation or new construction should be used to improve rental and home ownership affordability. However, the bill does direct that preference should be given to rehabilitation, except where it is not the most cost-effective way to provide affordable housing.

S. 566 would authorize HOP at $2 billion in FY91, $2.5 billion in FY92, and $3 billion in FY93. In a compromise amendment, the Senate Banking Committee decided that roughly $551 million of this aggregate amount should be derived from consolidating ten programs into HOP, thereby terminating Public Housing New Development, Rental Rehabilitation, Urban Homesteading, Nehemiah Grants, Homeownership Counseling, Sec. 312 Rehabilitation Loans, Sec. 8 Moderate Rehabilitation, Congregate Housing Services, and public housing sales programs. In contrast, the House bill does not have a provision equivalent to HOP and reauthorizes the ten programs that the Senate bill would terminate.

In the same compromise amendment, the Senate Banking Committee revised the distribution of HOP funds. Eighty percent would be allocated by formula with 60 percent of entitlement funds distributed to urban counties and cities and 40 percent to the states. Localities qualifying for $2 million would receive funds directly. The remaining 20 percent of HOP funds would be awarded through national competition.

S. 566 would require states and local governments to match 2[illegible] percent of HOP funds and set aside 10 percent of their allocations for nonprofit developers. This set-aside would increase to 15 percent after a jurisdiction's third year of participation.

The House bill contains three new initiatives. The first is a National Housing Trust which would be funded annually at $500 million. Funds would assist first-time homebuyers whose incomes do not exceed 115 percent of the

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HOUSING from previous page

edian income by subsidizing in-rest rates down to six percent and oviding some or all of a wnpayment.

The second new program in R. 1180 is for rental housing oduction. It consists of a revolv-g loan fund authorized at $300 illion in FY91. Under this heme, HUD would make repay-le advances to for-profit and nprofit developers and public using agencies for up to 50 per-nt of the cost of construction, quisition, or substantial rehabili-tion of affordable rental housing. he loans, which generally would ve a three percent interest rate, uld be repayable after 25 years. owever, if an owner maintains the wer income occupancy restric-ns beyond the required 25 years, en the amount to be repaid would reduced by 6.7 percent per year.

The third new initiative in H.R. 80 is the Community Housing rtnership Act. This provision is ared exclusively to support the aintenance, rehabilitation, acqui-tion and construction of low and oderate income housing by non-ofit developers. Nonprofit spon-rs could use funds either for ultifamily rental or homeowner-ship property. Sixty percent of funds would be allocated to metropolitan cities and urban counties and 25 percent to the states for distribution to nonprofit developers. 15 percent of these funds would be awarded directly to nonprofits through national competition.

Under the Senate bill, state and local governments could decide to use HOP funds for any combination of activities covered by the three categorical programs in the House bill or for other eligible uses. During House Banking Committee mark-up of H.R. 1180, U.S. Representative Marge Roukema (R-N.J.), ranking minority member of the committee's Housing and Community Development Subcommittee, urged the panel to give more consideration to the Senate's approach in HOP. In making that recommendation, Roukema acknowledged that the House committee, at least to date, has not moved in that direction.

HOPE

Both H.R. 1180 and S. 566 incorporate aspects of the administration's HOPE proposal to promote homeownership opportunities for low-income persons. The bills contain separate sections governing homeownership of public and Native American housing, multifamily properties owned or held by HUD, and single- family homes. State and local government property also would qualify under some provisions for homeownership conversion.

Provisions governing homeownership for the various categories of property are similar. Both bills would require local matching funds, impose some form of one for one replacement for converted public housing units, give first right of refusal upon resale to low income families and tenant groups, and recapture excess profits upon resale of units within specified period.

Supportive housing for the elderly, disabled and homeless

S. 566 and H.R. 1180 adopt the administration's HOPE for Elderly Independence as a five year demonstration program to enable frail elderly persons live independently by linking housing assistance and supportive service. Group homes and other independent living facilities are envisioned for the disabled. The House bill contains supportive housing for persons with AIDS.

The Senate bill would convert the McKinney Act for Homeless Assistance into a block grant. Eighty percent of funds would be distributed by formula with 70 percent allocated to urban counties and metropolitan cities and the remaining 30 percent to the states. Twenty percent of McKinney funds would be awarded through national competition to address unmet needs. Both bills would separately fund Sec. 8 single room occupancy dwellings.

U.S. Representative Tom Ridge (R-Pa.) offered an amendment during the House Banking Committee mark-up to convert McKinney assistance into a block grant. Under the Ridge plan, 10 percent of funds would be awarded through national competition and the remainder by formula: 80 percent to urban counties and metropolitan cities, and 20 percent to states for primary distribution in nonentitlement areas. The amendment was defeated June 13.

Both bills adopt the administration Shelter Plus Care for the Homeless which combines housing and services for persons who are seriously mentally ill or have chronic problems with alcohol or other drugs.

CDBG

S. 566 would reauthorize the CDBG program at $3.03 billion in FY91, $3.15 in FY92 and $3.28 in FY93. The authorization levels in H.R. 1180 are $2.95 billion in FY90 and $3.24 billion in FY91.

The Senate Banking Committee adopted only a few changes in the CDBG program. Both bills would allow counties to include program income in the base for purposes of calculating the 15 percent cap on public services.

The House committee increased the required targeting of CDBG to benefit low and moderate income persons from 60 to 75 percent. Several members indicated that they could support this change since HUD no longer was coupling it with a requirement to use proportionate accounting. Members clearly recognized that proportionate accounting would shift the substantive intent of the CDBG program.

The House panel adopted new administrative requirements for CDBG. One would require grantees to prioritize their community development needs, describe activities to address identified needs and project the results. A second provision would require grantees to describe the needs of families participating in self-sufficiency programs in their housing assistance plans.

H.R. 1180 would define CDBG

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JTPA *from page 1*

would improve the federally-assisted job training program. The aim behind the pending legislation is to close loopholes in job training contracting and procurement, as well as improve the quality of services and better target funds to the most needy individuals.

Dole told members of the committee that over $300 million was included in the president's 1991 budget to make the proposed improvements in the job training system. However, she pointed out that it is unlikely that the additional funds will be approved before legislation is enacted in either House.

Amendments have been pending in both houses of Congress since last year. While scheduling has been the major stumbling block in the House, it appears that a disagreement over the proposed changes in the formula for distributing funds has blocked action on the Senate measure, S. 543. Because the proposed changes in the Senate bill would cause some states to gain and some to loose funds, members have not been able to break the deadlock. Secretary Dole said, however, that based on recent conversation with several senators she is convinced that the Senate is close to reaching an agreement on language that members will vote on soon.

At the June 6 hearing, Secretary Dole characterized JTPA as "one of this committee's greatest success stories." She added that 2.5 million individuals have been placed in jobs since its inception in 1982.

While the secretary made it clear she views the program as a great success, Dole agreed that some legislative changes are now needed to adjust JTPA to the times.

The committee held the hearing to give the secretary an opportunity to respond to a series of criticisms from the press, the Office of the Inspector General (OIG) and the General Accounting Office. The criticisms, in general, claim that JTPA is not adequately serving individuals with serious barriers to employment; that its contracting and procurement procedures have been abused; that on-the-job training has become a "corporate welfare" program (subsidizing employers' personnel costs for normal hiring and training); and that the lack of accountability has led to widespread fraud and abuse in the JTPA system.

In response to these charges, Dole testified that while some of the criticisms were legitimate, "our overall evaluation of the charges made is that they are frequently anecdotal and, at times, they misrepresent or distort the facts. When viewed in the aggregate, it is clear that the service delivery areas' operation of the program has been remarkably free of instances of fraud, abuse or other wrongdoing."

Admitting that the most severely disadvantaged individuals are not being adequately served by JTPA, Secretary Dole told committee members that pending legislation (S. 543), jointly developed by the Senate and the Department of Labor, would better target services to individuals who are the least likely to succeed without assistance. She also admitted that some programs have been taking advantage of fixed-unit-price contracting (a contracting procedure which doesn't require a detailed breakout of cost expenditures) to direct more funds into program administration and excessive profits.

To correct this problem, Dole said policy guidance was issued in March 1989 to tighten regulation of fixed-unit-price contracting. The pending amendments would also further strengthen procurement standards to address the concerns raised by the OIG.

In answer to the charges of fraud and abuse, Dole said, "auditors have not found widespread abuse and misuse of JTPA funds." She explained that of the 273 audit reports issued by the OIG, covering $6 billion in program expenditures, only $82.5 million (less than two percent) have been questioned.

CABLE TV *from page 1*

vide some immunity from monetary damages to local officials in the case of lawsuits brought on First Amendment grounds.

In the area of competition, the bill gives the FCC the authority to limit the total share of the market that one cable company can control.

It also provides that cable programmers with connections to cable operators cannot unreasonably refuse to make programming available to companies that compete with cable, such as comapnies which market direct broadcast satellite and backyard satellite dishes.

One subject not addressed in the bill is "telco entry." The phone companies are now prohibited from offering cable services, except in communities of fewer than 2,500. U.S. Senator Conrad Burns (R-Mont.) planned to offer an amendment to allow telephone companies to enter the business.

The amendment was withdrawn after Chairman Hollings promised Burns hearings and committee consideration of his proposal this summer.

While NACo policy generally supports "telco entry", the Burns amendment was opposed because it required that local governments must award multiple franchises without regard to the economic and legal implications. It also would prohibit any rate regulation of telephone companies providing cable service to communities of fewer than 20,000. The latter provision would mean no opportunity for rate regulation by approximately 50 percent of the nation's counties.

At this time it is unclear when the Senate cable bill will come before the full Senate. In the House, the Telecommunications Subcommittee of the House Energy and Commerce Committee may consider its version of the legislation as early as June 25. Preliminary drafts seem to indicate even less concern for local government's views.

NACo urges its members to contact their senators and representatives to express their opinions about the role county government should play in cable TV.

NACo ON THE MOVE

◆ Speaking on growth issues, Community Development Project Director **Don Pepe** addressed a conference co-sponsored by NACo, the National Homebuilders Association and the Government Finance Officers Association in Portland, Ore., June 4-5 ... Pepe and a representative from the Homebuilders then traveled to San Joaquin County, Calif. to meet with public and private officials, including those from San Joaquin and Merced County, Calif., on infrastructure financing.

◆ The editorial board of *The Portland Oregonian* met with President **Ann Klinger** and **Gladys McCoy**, chair of the Multnomah County, Ore., Board of Commissioners, June 4.

◆ At a meeting sponsored by the New York State Senate and Assembly at Hofstra University in Long Island, N.Y. on the environment, earlier this month, legislative staff **Barbara Paley** spoke about clean air legislation.

◆ Second Vice President **Kaye Braaten** was the keynote speaker at the Montana Association of Counties Annual Conference, June 10-13.

◆ On June 12, in Detroit Mich., legislative staff **Larry Jones** spoke on pending job training amendments at a conference held by the Opportunities Industrialization Centers of America.

◆ Legislative staff **Haron Battle** met, in early June, with U.S. Representative Thomas Ridge's (R-Pa.) staff on strategy to convert the McKinney Homeless Assistance Act into a homeless block grant ... Battle and Legislative Director **Ralph Tabor** attended a briefing by the U.S. General Services Administration (GSA), June 5, on GSA property disposition to state and local government through the McKinney legislation and military base closings ... Battle met June 13 with Steve Glaude, deputy undersecretary for intergovernmental relations, U.S. Department of Housing and Urban Development (HUD), to forge a closer working relationship between NACo and HUD.

◆ Employment and Training Project (ETP) Research Associate **Chris Kulick** traveled to Kansas City, Mo., June 1-2, to staff a meeting of the National Association of County Training and Employment Professionals, a NACo affiliate ... **Neil Bomberg**, ETP research associate, spoke on the future of job training at a meeting of the Great Lakes Employment and Training Association in Minneapolis, Minn., June 6-8.

◆ Legislative staff **Tom Joseph** and staff from the U.S. Conference of Mayors convened a meeting, earlier this month, with other lobbying organizations to coordinate lobbying strategy for AIDS appropriations legislation.

County News

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

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States act to close sales tax loophole

Anticipating no immediate help from Congress, more than half the states have taken action to close a massive mail-order sales tax loophole that costs the states millions in revenues each year. According to participants in a symposium sponsored last week by National Governors' Association (NGA) and other groups, there is a growing trend for states to pass laws and take aggressive legal action to compel out-of-state companies to collect the taxes due on mail-order goods they sell within a state.

Under current law, consumers are legally responsible for paying state sales and use taxes on tangible goods they buy from out-of-state mail-order firms. But in 1967 — well before the advent of home shopping television programs, toll-free numbers and other direct marketing tools — the U.S. Supreme Court ruled that an out-of-state firm cannot be compelled to collect and remit the state's sales and use taxes *(Bellas Hess v. Illinois Department of Revenue)*.

North Dakota Governor George Sinner, one of NGA's lead governors on out-of-state sales tax collection, said the chances of prompt congressional action are slim and encouraged the states to continue to take individual and collective action on the mail-order sales tax issue.

"We have to face facts," he said. "Federal legislation isn't going to happen this year. Maybe it won't happen next year. We must take the situation into our own hands. We must take the gloves off. We must use every tool at our disposal, with no holds barred."

Gov. Sinner added that state sales taxes average about five percent and that the profit margin of most Main Street businesses is about two to four percent — which gives a great advantage to out-of-state mail-order companies. "You put a merchant at that kind of disadvantage, you put him out of business eventually," he said.

Legislative efforts

A report from the National Conference of State Legislatures (NCSL), released at the May 17 symposium, said that 31 states have passed legislation aimed at extending their sales and use taxes to interstate marketers. Six states have considered but did not pass mail-order legislation.

Also, two states have legislation pending, and seven states have petitioned Congress to address the issue. Five states have no sales tax.

Chris Zimmerman, NCSL's committee director for budget and taxation, said that three of the 31 states with mail-order legislation have "enabling" legislation that will become enforceable upon federal action. Of the remaining 28 with enforceable statutes for collecting revenue, Zimmerman said about 17 are actively trying to enforce collection. Five states are "really in the forefront," Zimmerman said — California, Connecticut, Minnesota, North Dakota, and Tennessee.

The nature and the significance of the states' efforts vary widely, says the NCSL report. Some simply anticipate the passage of federal legislation and seek to prepare the state to begin collection immediately upon congressional action. Others will not enforce their legislation until federal law changes. But in most of the states, says the report, the effort is intended as a challenge to *Bellas Hess*, or at least to industry interpretations of the ruling.

Zimmerman's report cites three motivations for the states' legislative efforts. First, the states may realize immediate revenue. Second, they hope state action may be a vehicle for a judicial remedy that overturns or narrows the 1967 ruling. Third, many state legislatures hope to raise the profile of the issue and spur congressional action.

Ultimately, symposium participants predicted, state efforts will lead to new federal legislation. Ernest J. Dronenburg, vice chair of the California Board of Equalization, said the direct marketers themselves — not the states — will persuade Congress to pass federal legislation. When all the states pass mail-order sales tax legislation and implement different systems, the direct marketers will push for federal legislation with uniform standards, Dronenburg said. "The DMA [Direct Marketing Association] will see that there's profit in straightening this out," he said.

Colorado State President Ted Strickland put forth the same scenario, predicting that Congress "is not going to do anything" until all the states adopt mail-order statutes and DMA seeks congressional aid. "Then Congress will be forced into doing something they should have done a long time ago," he said.

(Reprinted from Governors Weekly Bulletin, May 25, 1990)

Annual Conference Achievement Award Booth

Recipients of 1990 NACo Achievement Awards may pick up their certificates and recognition ribbons at the Achievement Award booth located in the Fontaine Room of the Fontainebleau Hotel. Duplicate certificate and plaque order forms will also be available. Please assign one person from your county to pick these up.

Photographs will be taken at the same location at a cost of $1.50 for 3x5 black & white or color prints; $4 for 5x7 black & white prints; and $7 for 5x7 color prints.

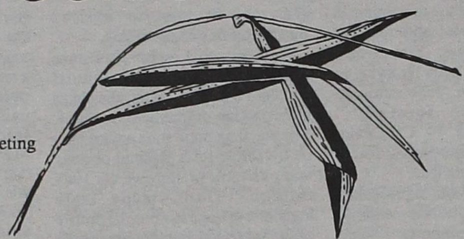
The certificates will be available during the following times:

Sunday, July 15
8:00 a.m. - 11:00 a.m.
Noon - 5:00 p.m.

Monday, July 16
10:00 a.m. - 5:00p.m.

Tuesday, July 17
8:00 a.m. - Noon

Annual Conference workshop schedule



Friday, July 13

7:30 a.m. - 3:30 p.m
Mobility Seminar

1 p.m. - 4 p.m.
Board of Directors Meeting

Sunday, July 15

9:00 a.m. - 10:15 a.m.
Long-Term Care
The Americans With Disabilities Act: New Mandates, New Costs
Taking Out the Garbage: The Policies and Politics of Sensible Solid Waste Solutions
EBT: ATM — The Wave of the Future
What You Want to Know But Don't Want to Ask About HIV Infection
JTPA Amendments Revisited
Infrastructure Issues in the 1990s: A Look at Trends and Future Demands
Coordination of County Volunteer Efforts

9:00 a.m. - 10:30 a.m.
County Benefits Assessment Program

11 a.m. - Noon
First General Session

1 p.m. - 2:30 p.m.
Greater Control of JTPA: The LEO Role
Use of Volunteers in Human Service Agencies
Coping With Rising Health Care Benefits
Urbanization of County Park Systems
Crisis in a Trauma System: Lessons From Two Counties
Can We Slow Down the Mandate Monster?
Women in Jail: Special Problems, Different Needs and New Options
Everything You Want to Know About Drugs
County Leadership in Managing Natural Disasters: The Lessons from Hurricane Hugo and the Loma Prieta Earthquake
Refugee 1990: A Celebration
Aging Services in the '90s: A Roundtable Discussion

1 p.m. - 4 p.m.
Resolutions Committee

1 p.m. - 4:15 p.m.
Infrastructure Financing Seminar

1:30 p.m. - 4:30 p.m.
NACTFO Education Seminar: Overview of Supervision

2:45 p.m. - 4:15 p.m.
Chemical Disaster: Is Your County Really Prepared?
Political Leadership in Managing the Drug Crisis
Investing in Our Future: Meeting the Needs of Children At-Risk!
Supreme Court Update: Coming to Terms
The Model County Charter
Living With AIDS: The Human Dimension
County Government and the Federal Budgetary Process
Mental Health Planning and P.L. 99-660: What Role for Counties?
Cultivating Human Resources: Educational and Literacy Programs for Hispanics

Monday, July 16

9:00 a.m. - 10:30 a.m.
Use of Volunteers in Public Safety Agencies
Moving Rural America
Family Support: Strategies for Implementation
Labor Issues Update
Creative Ways to Pay for Aging Services
Medicaid
Alternative Revenue Sources
Public Real Estate Programs: Using County Assets to Promote Economic Development
Cash for Trash: The Cents and Nonsense of Recycling Markets
County Planning: Roles & Tools for the '90s
How to Effectively Deal With the Media
Diversifying Rural Economies
Defining the Legal Limits of Creative Land Use Tools Under the "Takings" Clause
Setting Up A Public Access System
Recycling the Data Processing Infrastructure
Resolving Racial and Cultural Conflicts

9:00 a.m. - Noon
National Association of County Treasurers and Finance Officers Education Seminar: Planning and Organization

11 a.m. - Noon
Second General Session

Noon
Delegate Luncheon

1:30 p.m. - 4:30 p.m.
National Association of County Recorders and Clerks Courthouse Program: Court Administration

1:45 p.m. - 3:15 p.m.
Roundtable on County Bond Ratings
Developing Flexible County Zoning
Transportation Programs for the Elderly
Fiduciary Liability of Public Officials: Securing the Public Trust
Splash, Dash and Videotape (How to Market Your Event or Program)
Rural Health
Growth Management — Planning for Inclusive Communities
Looking for Parties to Share in the Superfund Cleanup of County Landfill Sites
Human Services Planning
Consolidation/Interlocal Agreements
Democracy in Eastern Europe: Opportunities for Training and Job Development at the County Level
Solutions for Rural Counties in Meeting Safe Drinking Water Standards
How to Market County Government Software Applications
How to Make Your County Government Run Better at Less Cost
NACo Deferred Compensation: A Ten-Year Retrospective and a Look to the Future
Developing An Effective Executive Information System for Infrastructure Decision Making

1:45 p.m. - 5 p.m.
Leadership for the '90s

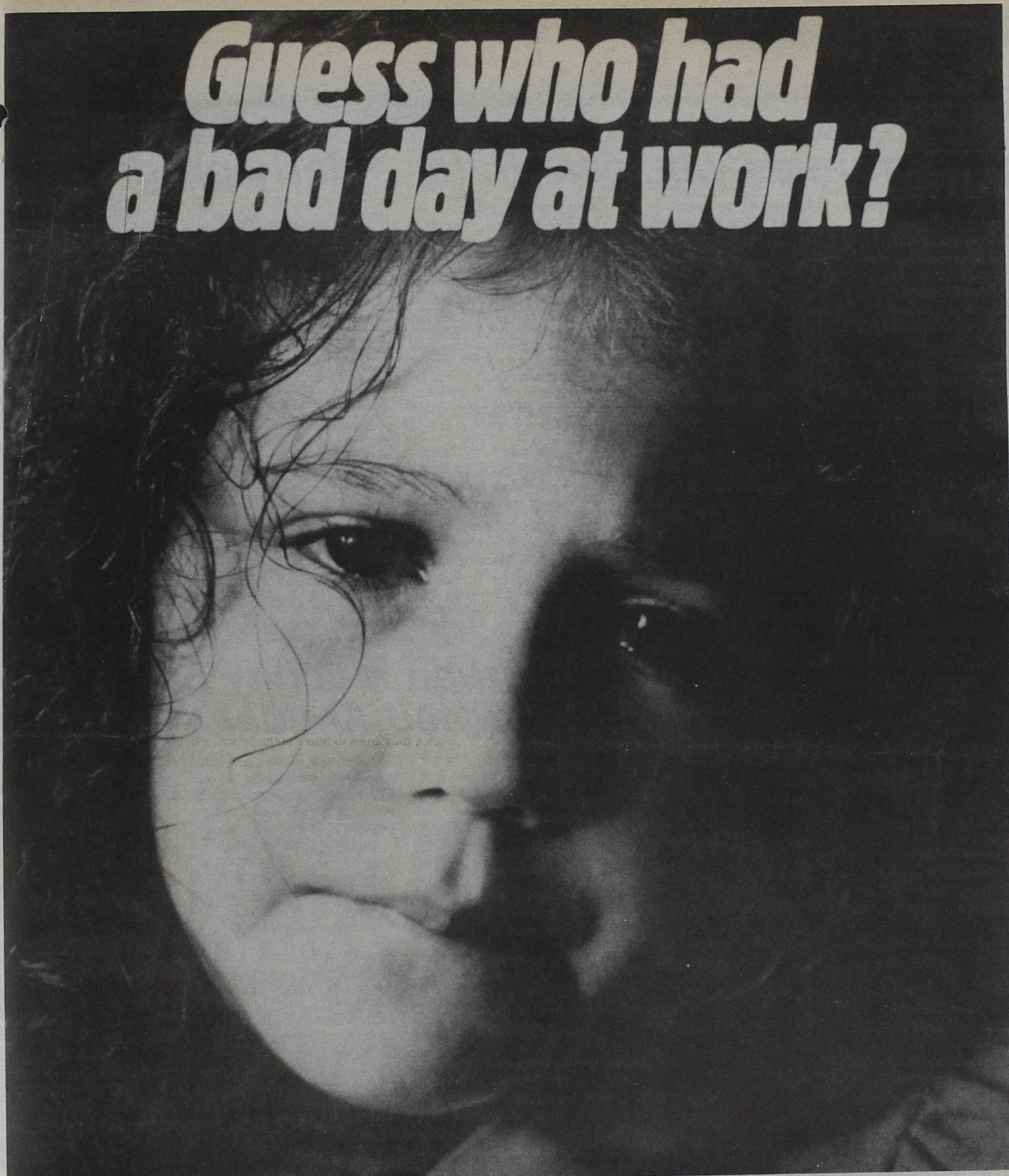
3:30 p.m. - 5 p.m.
Child Care for the 1990s
How to Media-Train Your Executive
Data Makes the Difference
Infrastructure: How Should Executive Information Mangement Respond?
Time Management
The Role of Coroners and Medical Examiners in Death Investigations
Minimizing Future Disputes in the Operation of Landfills and Toxic Waste
Workplace Diversity
International Trade as a Viable County Economic Development Strategy
Strengthening County Board and Executive Leadership Through Strategic Management
The APEX Workbook: What County Elected Officials Should Know
The NOBCO HIV & AIDS Training Workshop

BUDGET from page 1

aid budget. On June 7, the committee tentatively agreed on FY91 spending allocations among its thirteen subcommittees, based on the levels assumed in the House-passed budget resolution. Two subcommittees — Energy and Water Development, and Commerce, Justice and State, the Judiciary and Related Agencies — completed markup of their bills the same day.

Senate appropriators have less flexibility to act in the absence of a joint budget resolution. To facilitate the passage of resolution, the Senate budget panel may adopt the House blueprint to avoid the need for a conference.

At this time, however, no decisions have been made on how or when to bring a resolution to the Senate floor.


Guess who had
a bad day at work?

Four counties win awards for elderly programs

Four county programs were among 10 recognized for outstanding community public/private partnerships providing exemplary services to senior citizens at an awards ceremony in Washington, D.C. on May 25. Sponsored by the U.S. Department of Health and Human Services' Administration on Aging, the winners were chosen from 29 nominations submitted nationwide.

Clearfield County, Pa. Blizzard Box Program

In the past, Clearfield County's severe winter weather, along with the difficult terrain, unpaved roads and isolated housing, have prevented volunteers from completing their meal delivery routes — sometimes 60-80 miles long.

Six years ago, the Agency on Aging developed the Blizzard Box Program in collaboration with the Clearfield Rotary Club, several local Dairy Queen stores and many volunteers. Volunteers distribute Blizzard Boxes, emergency food kits that last one year, to home-delivered meal clients in the fall of each year. The shelf-stable foods in the kit are provided in case regular delivery cannot be made.

The local Dairy Queen stores, which sell an ice cream treat known as a Blizzard, donate a portion of the sale of each Blizzard to the program during one week each year.

Volunteer support, which increased from 287 in 1982 to almost 1,300 in 1989, includes senior citizen groups who serve as drivers and help pack the Blizzard Boxes.

Salt Lake County, Utah Senior Companion Program

Between 1980 and 1990, the population of frail elderly over the age of 75 in Salt Lake County increased by 61 percent. Larger numbers of older frail persons were leaving hospitals earlier, and they needed more assistance in their homes during recovery. The demand for senior respite care and companion programs was growing at the same time.

In response, the Salt Lake County Aging Services and Intermountain Health Care, Inc. (IHC) collaborated in 1986 to expand upon an existing Senior Companion Program. With financial help from IHC, new companions were placed at the three IHC hospitals in the area. These companions, most of whom are senior citizens, provide respite for family members caring for recuperating seniors, offer socialization and friendship with homebound elderly, and provide knowledge about and access to community services available to the seniors. As an added benefit, IHC offers health examinations for companions. They are also partially reimbursed for meal and transportation costs and insurance coverage.

San Francisco, Calif. San Francisco Adult Day Health Network

The San Francisco Adult Day Health Network is a collaboration of seven Adult Day Health Care (ADHC) centers in the San Francisco area. Operating since 1983, the Network coordinated this program to meet the unique needs of the elderly in each neighborhood, while capitalizing on the experience and resources of each ADHC center. Each licensed day care center in the Network provides frail elderly and impaired adults with health, social and therapeutic services, and enables seniors to remain living independently in the community.

The Adult Day Health Task Force is the Network's guiding force, setting policy, raising money, developing shared services and monitoring the Network's progress. Task force members include senior citizens, physicians, and representatives of business, community and service organizations, and senior citizen advocacy groups.

Randolph County, N.C. Senior Adults Association

Under the leadership of the Randolph County Senior Adults Association (RCSAA), several public/private partnerships have been formed to provide services to the elderly.

In 1989 alone, partnership efforts resulted in a variety of enhanced services, including outreach to older residents who have not used services; acquisition of a new van for impaired seniors; initiation of a new Senior Games sports program; expansion of the home-delivered meals program; a variety of health screening and services programs; and development of a 10-week educational series for older adults.

RCSAA itself has entered partnerships with local governments to provide senior centers, meal sites, transportation and adult day care services. RCSAA has also formed breakfast clubs at local restaurants where seniors participate in educational programs and play bingo. These highly popular clubs also serve as support groups for older residents.

MORE HOUSING

from page 3

eligible activities to include activities that create or retain jobs for low and moderate income persons, create or retain businesses owned by community residents, assist businesses that provide goods or services needed by and affordable to low and moderate income residents, or provide technical assistance to promote such activities. The bill also authorizes an additional $30 million for CDBG to be used specifically for converting and rehabilitating properties that local governments have acquired as a result of tax default proceedings. Once rehabilitated or converted these properties would have to be used as permanent housing for the homeless.

With the support of NACo, H.R. 1180 would expand the CDBG Sec. 108 loan guarantee program in which governments pledge their CDBG grants as security for loans. It allows nonentitlement communities to participate, makes construction of low and moderate income housing an eligible activity, extends the loan repayment period to 20 years and expands the amount that may be financed to five times a community's block grant.

Rural housing

Both bills increase the authorization for rural housing administered by the Farmers Home Administration (FmHA). They would create a deferred loan payment program for families whose incomes are not sufficient to repay their Sec. 502 loans. Borrowers would pay one percent interest on the deferred principal and be expected to return to normal payments once their financial circumstances have improved.

H.R. 1180 and S. 566 would designate 100 counties as targeted underserved areas. FmHA would reserve lending authority and provide grants to nonprofit organizations and public entities for affordable housing in these poorest rural counties.

The House bill would authorize $10 million for rental housing for rural migrant farm workers and the rural homeless.

Suburban Mobility Seminar to preceed Annual

By Steve Lee
research associate

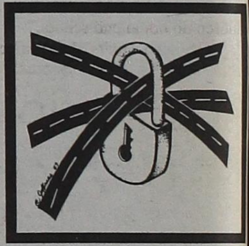
Arrangements are nearly complete for the 1990 NACo Suburban Mobility Seminar. "Public/Private Partnerships: A Road to Mobility" is being held July 13 at the Fontainebleau Hilton in Miami, Fla. Speakers will share their experiences and help seminar participants develop effective responses to suburban traffic congestion, provide information on how to make the strategies work, and how to pay for them.

The all-day problem-solving seminar, funded in part by the Urban Mass Transportation Administration (UMTA), will feature panel and roundtable discussions lead by government, business and academic leaders. The emphasis of the seminar will be on low-cost, low-capital strategies such as: developing transportation management associations (TMAs); constructing private roadways; and utilizing computer modeling for growth management.

NACo Transportation Steering Committee Chair Bart Barker, commissioner, Salt Lake County, Utah, and Thea Powell, commissioner, Cobb County, Ga., will moderate the day's activities, which include an optional trip on the Tri-County Commuter Rail system.

While riding the rail system, participants will continue roundtable discussions, lead by Ed Kennedy, commissioner, Broward County, Fla., on some of the joint public/private ventures that have helped make Tri-Rail so successful.

The $50 seminar registration fee includes all seminar materials, continental breakfast and lunch. The director of planning and program development for the Florida Department of Transportation, Sevandeo Parpar, has agreed to discuss the 1985 Florida Growth Management Act. As more state and local governments develop comprehensive growth management policies, a discussion on "lessons learned" might be very useful to seminar participants.



The registration deadline is June 30. On-site registration will be available at 7:30 a.m. the day of the seminar, but because space is limited, advance registration is encouraged. The seminar begins at 8 a.m. and ends at 3:30 p.m. The optional rail tour will end around 5:30 p.m. To obtain registration information, please contact Steve Lee at 202/393-6226.

Training symposium on implementing the Family Support Act scheduled for September

The Consortium on Implementing the Family Support Act will offer a training symposium in Los Angeles, Calif., Sept. 10-12. NACo is a founding member of the Consortium, which includes the American Public Welfare Association, the Council of Chief State School Officers, and the National Governors' Association (NGA).

The symposium will offer in-depth training on assessment, child care, health services, client motivation, marketing and services for teen parents. Attendees can sign up for either three days of training in one area or one and one-half days of training in two areas.

Registration will only be accepted in advance and closes Aug. 17. **No on-site registrations will be taken.** The cost is $125 for one and one-half days, $200 for 3 days. Contact Marilou Fallis at NACo, 202/393-6226, for more program information or a copy of the brochure. Registration information is available from Linda Burnett, conference assistant, NGA, 202/624-5300.

Job training report

Congress looks at training and educating the homeless

By Neil E. Bomberg
research associate

U.S. Senator Paul Simon (D-Ill.) has proposed amending the Stewart B. McKinney Homeless Assistance Act, to allow local education agencies, non-profit organizations, businesses and other appropriate groups to apply for funds to assist the homeless.

Currently, the Adult Education for the Homeless Program provides grants to state education agencies, which, in turn, contract out to literacy programs. Noting that last year the U.S. Department of Labor (DOL) awarded only 25 job training grants, Simon argued that this is an insufficient response and added that there should be increased targeting to local areas with high numbers of homeless, or high unemployment and poverty.

"Homelessness has become a pervasive national problem that affects every geographic area and every socioeconomic group in the United States. One-third of the homeless are families with children and 28 percent of homeless children do not attend school."

Simon, who chairs the Senate Labor and Human Resources Subcommittee on Employment and Productivity, made his remarks at a May 22 hearing. Among witnesses at the hearing were Roberts T. Jones, assistant secretary for employment and training, DOL; John T. MacDonald, assistant secretary for elementary and secondary education, U.S. Department of Education; Joan Schwingen, associate director, Homeless and Employment Services of the Chicago-based Travelers and Immigrants Aid; and Robert Thunderbird, a homeless person assisted by Travelers and Immigrants Aid.

Assistant Secretary Jones noted that the 1987 Stewart B. McKinney Homeless Act authorized DOL to administer two homeless programs. The first, the Homeless Veterans' Reintegration Project, funds demonstration projects designed to move homeless veterans into the labor force. The second, Job Training for the Homeless Demonstration Program, funds job training demonstration projects to help the homeless.

Jones noted that during the first year of operation, DOL provided $7.7 million to 33 public and private groups to operate state and local job training demonstrations for the homeless, the purpose of which were "to test and evaluate innovative and replicable approaches to providing job training to the homeless population."

Each demonstration employed a case management approach. One or more managers were charged with moving an individual through all of the services necessary for placement and retention in a stable job.

Each demonstration provided appropriate outreach and referral services; in-shelter outreach, assessment and pre-employment services; and a range of job training activities, including job search, job counseling, basic skills and literacy instruction, institutional skill training, on-the-job training, work experience, and supportive and follow-up services.

Participants also received health care, emergency and transitional housing assistance, housing search counseling, substance abuse treatment and counseling, mentoring, and money management skills.

Jones said the projects were designed to serve many different homeless subgroups: the chronically mentally ill, substance abusers, families with children, single men, single women, youth and native Americans.

Jones noted that as of September 1989, national evaluation data indicated that approximately:

- 7,400 homeless persons received one or more program services;
- 4,600 (62 percent) received job training services;
- 2,400 (52 percent of those who received job training) were placed in jobs;
- 1,000 (42 percent of those placed in jobs) were on the job after 13 weeks; and
- 2,100 (28 percent of those who received program services) were placed in upgraded housing.

In defending the program's outcome, Jones stated, "A substantial portion of the homeless have severe barriers to employment that are not always captured by the available quantitative data, nor are these barriers immediately obvious to intake and assessment staff at local levels. These include: histories of substance abuse, mental illness, abusive family relationships, ex-offender status and the absence of work-related values, motivation and trust."

These problems make it difficult to provide homeless persons with job skills training and long-term employment opportunities.

Not surprisingly, DOL has learned there is a substantial need and demand for employment and training programs among homeless men and women. During the first year, programs exceeded their goals for serving participants, enrolling them in job training, finding them jobs and enabling them to retain jobs.

Job Training Partnership Act amendments pending before the Senate would require service delivery areas to target homeless youth and adults and enhance the quality of services provided to them. "

A recent regulatory change the department made in the factors to be considered in awarding performance incentive grants" should also enhance services to the homeless, Jones noted.

Jones concluded by noting that on May 1, U.S. Secretary of Labor Elizabeth Dole transmitted to Congress legislation to reauthorize the Job Training for the Homeless Demonstration Program for one year, through FY91.

The department believes that such an extension is all that is necessary to ensure that additional critical information is gathered on ways to address the varied problems of the homeless.

Applications available for NFBPA training programs

The National Forum for Black Public Administrators (NFBPA), founded in 1983 as a networking and support organization for black professionals in public service, is rapidly emerging as the nation's "training academy" for appointed black managers and executives working in state and local governments. This phenomena is evidenced by the launch of three intensive training programs for administrators who seek ways to position themselves for appointment to executive positions in public service.

Applications for the following three training programs are currently available: The Leadership Institute for Small Municipalities (LISM); the Executive Leadership Institute (ELI); and the Mentor Program. Approximately 20-30 persons will be selected to participate in each of the three programs, all of which will begin in early fall 1990. These training activities are highly competitive due to the limited number of slots available in each program. Commencement for the ELI and Mentor Program will take place during NFBPA's ninth annual conference — FORUM '91 — scheduled for April 7-10, 1991 in Los Angeles, Calif.

"These training programs exemplify the spirit of excellence that NFBPA has come to represent during our first seven years of operations," notes Executive Director Quentin R. Lawson. The commitment to capacity building among currently positioned black managers is witnessed in the organization's specialized training programs.

The ELI has gained national recognition for the quality and substance of training provided to aspiring public executives. NFBPA conducts a nationwide search each spring for highly capable black managers who attend training and professional development activities over an eight-month period. The organization has teamed up with a cadre of the nation's most respected schools of public administration in the planning and administration of the Institute, including the John F. Kennedy School of Government (Harvard University); the Lyndon B. Johnson School of Public Affairs (the University of Texas at Austin); the Wharton School of Business (University of Pennsylvania); and the Maxwell School of Citizenship and Public Affairs (Syracuse University).

The NFBPA Mentor Program was developed to capture the indisputable value of mentoring to the emerging public administrators. Through this special program, NFBPA matches younger public administrators with seasoned public executives for one-on-one exchange, mutual support and skills building. The national office monitors the "mentor/protege" relationships and sponsors a number of special workshops on professional development and management/leadership topics. To date, 42 proteges have completed this special program.

The newest initiative, the LISM, provides expert assistance and intensive training to black officials in small, and often rural communities located in the states of Mississippi, Arkansas and Alabama. During the first year of this three-year initiative, 38 mayors and administrators from three states underwent the intensive training sponsored by the NFBPA.

Persons interested in learning more about the LISM, the ELI or the Mentor Program are urged to request application materials by contacting the National Forum for Black Public Administrators (NFBPA), 1301 Pennsylvania Ave., NW, Suite 801, Washington, D.C. 20004, 202/626-4900.

One program, two generations

The Foundation for Child Development, a private foundation with a long-standing interest in the problems of children in poverty, will be conducting a briefing on the implications the Family Support Act of 1988 (FSA) has for children of parents in the Aid to Families with Dependent Children (AFDC) Program at the NACo's Annual Conference, Monday, July 16.

Topics to be covered will include: the law's main features and how they may affect families and children; the characteristics of families affected by the law; and the benefits of early implementation of FSA for children.

Robert Granger, vice president for Finance and Administration at the Manpower Demonstration Research Corporation (MDRC), a non-profit research organization with extensive experience in studying and providing technical assistance to welfare-to-work programs, will conduct the briefing.

Granger, who has specialized in programs and policies for low-income children for 20 years, is the task leader for MDRC's study of the impact of the Job Opportunities and Basic Skills Program on children.

The briefing will be based on *"One Program, Two Generations,"* a report, which emerged from a conference convened by the foundation at the National Academy of Sciences in Washington where economists, child development specialists, sociologists, health experts, representatives of national policy organizations and government agencies examined the possible effects, both positive and negative, of the law on children.

Key concerns adressed in the report include education for two generations; the development of a supply of affordable, high quality child care; and the provision of health care services.

County officials can play a vital role in monitoring and influencing the implementation of the Family Support Act. Officials who attend the briefing are sure to leave the session with a better understanding of the key questions about children and families that they should ask as they begin to assume this role.

News from the nation's counties

North

PENNSYLVANIA

• The **ALLEGHENY COUNTY** Health Department recently announced a special initiative to help the Three Rivers Table Project of Greater Pittsburgh Community Food Bank obtain food donations from local grocers.

The Health Department has included a letter from the food bank appealing for donations in its annual permit bill mailing this month to approximately 2,500 licensed food stores in the county.

Store participation is completely voluntary and donors deal directly with the food bank.

WISCONSIN

• Twenty-nine Wisconsin counties have authorized a "State Mandates" referendum for the November ballot and most of the other 43 are expected to have one by fall, according to **MILWAUKEE COUNTY** Supervisor Richard D. Nyklewicz, Jr.

Nyklewicz, principal author of the referendum, and County Board Chairman F. Thomas Ament have been waging an intensive campaign to get the state to pay for the programs it orders counties to provide and encouraging a "yes" vote on the referendum.

Milwaukee County was the first to approve the referendum which would let voters express their views as to who should pay for state-mandated programs. Recently, Ament and Nyklewicz were successful in getting the Wisconsin Counties Association to urge its members to have a referendum.

South

MARYLAND

• **PRINCE GEORGE'S COUNTY** and its sister-county in the region of Ziguinchor, Senegal, West Africa have won the "Best Single Project Award for 1989" from Sister Cities International.

The Annual Sister Cities Awards, now in their 28th year, recognize communities, their citizens and organizations for sister relationships initiated, financed and conducted at the local level. The program gives communities in the United States an opportunity to establish educational and cultural ties with communities in other countries. The expectation is that both partners gain a greater appreciation for what they have in common and what they can learn from each other.

The two counties formally established a sister-county relationship in February 1987.

• The **PRINCE GEORGE'S COUNTY** Economic Development Corporation was named a winner in the American Economic Development Council's 1990 Sales Literature and Promotional Materials Awards Competition. This annual event recognizes top quality material produced by economic development organizations to attract business and tourism and to promote overall growth.

In its 32nd year, the competition attracted a record 722 entries from local, regional and state development groups. Entries were submitted in four budget levels of 22 categories.

The Corporation was presented with an award for its entry in the Research Reports/General category.

Midwest

MINNESOTA

• Employees of a local contracting firm recently received checks for underpayment on two 1989 **ANOKA COUNTY** work projects.

The county took action against the firm for violation of prevailing wage rate provisions on two contracts, and, as a result, 14 employees and one subcontractor were reimbursed for missed wages. The wage rate provisions were established under a resolution adopted by the board of commissioners last June and require contractors to pay employees prevailing wage rates on all county work projects estimated to exceed $10,000.

NEBRASKA

• The **BUFFALO COUNTY** Board of Supervisors recently approved a drug-free workplace policy applicable to all county employees and all county workplaces, as well as to those who seek or engage in business with the county.

The policy calls for all employees to receive drug abuse awareness training and to sign a drug awareness form which certifies that the employees are aware of the policy and the possible penalties for violations. Conviction of any criminal drug violation may result in termination of employment under the new policy.

West

ARIZONA

• More than 1,600 families throughout Arizona will have the chance to buy homes at a low 8.39 percent interest rate through a new mortgage loan program financed by the sale of **MARICOPA COUNTY** Industrial Development Authority tax-exempt bonds.

The $89.1 million program allocates $24.2 million for Phoenix, $16 million for five other Valley cities and $14.6 million for other areas of Maricopa County. The remaining $34.3 million will go to Pima County and non-urban areas of Arizona.

Eleven lenders will participate in the program, which, for the first time, has set aside $5 million for repossessed homes from the U.S. Department of Housing and Urban Development and the Resolution Trust Corporation, which is disposing of assets of insolvent thrift associations.

CALIFORNIA

• **LOS ANGELES COUNTY** was recently selected to receive the "Governmental Leadership Award" for excellence in public-private partnerships by the Privatization Council.

The awards are presented to governmental institutions at all levels which have demonstrated leadership in implementing policies, procedures and management systems to encourage public/private partnerships. Since 1980, Los Angeles has been a party to more than 645 public/private contracts, resulting in an estimated savings to taxpayers in excess of $100 million.

The Privatization Council is a non-profit, non-partisan association interested in working with both the public and private sectors to pursue opportunities for mutual benefit.

Notices . . . notices . . . notices

CONFERENCES

■ The 60th Annual Meeting of the **Institute of Transportation Engineers** takes place Aug. 5-8 in Orlando, Fla.

Information, trends and research in transportation engineering and planning will be discussed. Speakers will cover areas such as managing demand and growth in highway corridors, applying innovative financing techniques, and dealing with tort liability.

For more information, contact the Institute of Transportation Engineers, 525 School St., SW, Suite 410, Washington, D.C. 20024-2729, 202/554-8050, FAX: 202/863-5486.

■ The **Government Finance Officers Association** (GFOA) has scheduled the following meetings for the months of July and August:

In Milwaukee, Wis.: July 16-17 — *"Intermediate Governmental Budgeting: The Mechanics of Budgeting"*; and July 16-18 — *"Advanced Governmental Accounting"*.

In Portland, Ore.: Aug. 20 — *"Pension Accounting"*; Aug. 20-21 — *"Advanced Governmental Budgeting: Managing Policy Development"*; and Aug. 21-23 — *"Advanced Governmental Accounting"*.

These GFOA courses meet the standards required for receiving Continuing Professional Education credits for CPAs.

Advance registration by mail is required for the seminars. For an informational brochure and registration form, contact Karen H. Nelson, GFOA Educational Services Center, 180 North Michigan Ave., Suite 800, Chicago, IL 60601, 312/977-9700.

■ The **Council of Industrial Boiler Owners** meets in Washington, D.C., July 17-18, to examine the potential impact of the 1990 Clean Air Act on the industry, including users, designers and equipment manufacturers. Attendees will also tour the Fairfax County (Va.) Resource Recovery Facility — the newest and largest plant of its kind in the nation.

For more information, write to: Registrar, Council of Industrial Boiler Owners, 6035 Burke Centre Parkway, Suite 360, Burke, VA 22015, or call: 703/250-9042, FAX: 703/239-9042.

■ Trends and innovations in financing capital projects, operations and maintenance for environmental programs will be the focus of a conference sponsored by the **American Society for Public Administration's Section on Environmental and Natural Resources Administration**. *"Environmental Management: A Ticking Time Bomb"* is scheduled for Sept. 9-12 in Boston, Mass.

For more information, contact Environmental Management Conference, American Society for Public Administration, 1120 G St., NW, Suite 500, Washington, D.C. 20005, 202/393-7878, FAX: 202/638-4952.

■ The **National Association of Foster Care Reviewers** is sponsoring a conference on Sept. 13-15 in Oklahoma City, Okla.

Children and families in the '90s will be the focus, with issues such as AIDS, homelessness, substance abuse, domestic violence and other factors interfering with the development of healthy families and children.

For more information, contact the National Association of Foster Care Reviewers, 28 East Ostend St., Suite 120, Baltimore, MD 21230, 301/727-4662.

■ *"Making a Difference: Local Government Auditing in the '90s"* is the theme of the **National Association of Local Government Auditors** Second Annual Conference, Sept. 21-22 in Boston, Mass.

For more information, contact Marilyn B. Mayr, Milwaukee County Department of Audit, 907 N. Tenth St., Milwaukee, WI 53233, 414/278-4206.

■ Sept. 26-28 are the dates for the *Eastern Regional Government Technology Conference* in Albany, N.Y.

Seminars and exhibits will focus on technology available at all levels of government.

For more information, contact Government Technology Conference, Eastern Region, 1831 V St., Sacramento, CA 95818-9928.

■ The **Emergency Management Institute of the Federal Emergency Management Agency** (FEMA) is offering several courses at its campus in Emmitsburg, Md.

For a brochure of courses scheduled from October 1990 to September 1991 and registration information, write to the Emergency Management Institute, 16825 South Seton Ave., Emmitsburg, MD 21727.

FEMA also offers off-campus courses through its regional offices. Contact your state emergency management office for more information.

■ The **Federal Highway Administration**, in conjunction with the **Organization for Economic Cooperation and Development** (OECD), the state of **Florida** and the University of **Florida**, is sponsoring an International Seminar on Technology Transfer and

See NOTICES, page 12

Neal R. Peirce

Oil shale nightmare: Doomed to repeat?

Don't count on the already-besieged Exxon public-relations department to alert you. But June 18 will mark the 10th anniversary of one the biggest corporate missteps of all time.

Top brass of the world's biggest corporation swooped in by corporate jet to the little city of Grand Junction on Colorado's remote, sagebrush-covered Western Slope. And there, to a stunned audience of 800 people, Exxon unveiled a "white paper" for exploiting the 500 billion barrels of oil shale in western Colorado and neighboring Utah.

The scale dwarfed all prior plans, corporate or governmental alike, that had been cooked up to cope with the nation's severe and unnerving energy crises of the '70s.

Exxon said it would dig six monstrous oil shale pits in northwest Colorado's Piceance Basin and Utah's nearby Uinta Basin. Each would rank high among history's greatest man-made declivities — a half-mile deep, 3.5 miles long, 1.75 miles wide.

Total excavation of Exxon's pits would equal a Panama Canal a day. Each pit would produce 1 million barrels of fuel daily from the crushing and 900-degree cooking of 3.7 million tons of oil shale. Each pit would require 22,000 miners and 8,000 refinery workers. With growing production, there'd be enough oil to fuel the nation's energy needs for 175 years.

It may be unfair to finger Exxon alone. Chevron, Mobil, Tenneco and Occidental were among the other oil giants angling to develop the massive oil shale reserves. President Jimmy Carter had already declared the energy crisis "the moral equivalent of war" and signed legislation creating the government-backed Synfuels Corporation, promising it $100 billion to develop all manner of synthetic fuels.

Virtually none of this ever came to pass. After investing nearly $1 billion to build extraction facilities and its new oil town on Battlement Mesa near the town of Parachute, Exxon on May 2, 1982, abruptly pulled the plug on the whole project. Oil prices were dropping, OPEC atomizing. The other oil giants soon withdrew. Congress later put the Synfuels Corporation out of its misery.

After visiting the oil shale territory in summer 1980, I chronicled the environmental costs that seemed apparent even at the start. Two to four barrels of water would be needed for each barrel of shale oil. So Exxon calmly suggested a water diversion project of incredible proportions — three 10-foot pipes to transfer (pumping uphill) 1.7 million acre-feet of water from the Oahe Reservoir on the Missouri River in South Dakota, 600 miles distant.

As for air pollution, the Environmental Protection Agency was estimating that an 8-million-barrel-a-day oil shale industry would reduce Western Colorado visibility from 150-200 miles on clear days to as little as 12 miles. Brown-cloud-afflicted Denver, 200 miles to the east, would see its pollution increase 15 times.

Exxon's shale scenario, I suggested, might be "the ultimate example of the giant technological fix, an idea bound to self-destruct on the shoals of the all-but-inevitable cost overruns, environmental disputes and bitter fights over Western water rights."

And now comes Andrew Gulliford, an historian who lived in Silt, Colo., during the oil-shale frenzy, with a book, "Boomtown Blues" (University Press of Colorado). It's an intriguing tale — of the high-stakes environmental issues on the fragile western plains, and especially the personal and community tragedies of the people who found themselves caught up in the fastest boom-and-bust cycle ever in territory renowned for it.

He recounts how, in the boom stage, job seekers flooded in: Workers often had to live in tents and even tepees. O'Leary's Pub in Parachute opened in the fall of 1981 and by spring was selling more Budweiser beer than any other bar in Colorado. Some 30 years' worth of municipal improvements such as schools and sewers were finished in just three years.

Reports Gulliford: "Rural communities previously characterized by the relative stability of farming and ranching economies encountered the disruptive elements of boom-town growth: drunkenness, depression, delinquency and divorce. Then, just when city planners, school teachers, social workers and county sheriffs had begun to stabilize and improve local life, the boom towns became bust towns, and thousands of the newcomers left as quickly as they had arrived."

No one, suggests Gulliford, believed "any company, even the largest corporation in the world, could simply turn its back on a $920 million investment." But Exxon did, leaving in its wake bank failures, double-digit unemployment and a rash of small-business bankruptcies. "Not a single plan existed for a bust of such epic proportions," the author notes.

All this may happen again: The United States is today more dependent on foreign oil than during the pre-embargo peak in 1973. At current consumption rates, our supply runs out in 20 years — unless we tap oil shale. No one's planning for the potential onslaught — environmental, and human — on the Western Slope.

The obvious answer is careful future planning. So that when we next hit the energy panic button, we'll at least have a cleared-eyed view of oil shale's costs, and all possible alternatives.

Hopefully, the June anniversary — and Gulliford's book — will wake some people up.

Job market

ASSOCIATE PLANNER — GENESEE COUNTY (FLINT), MICH.: Minimum qualifications include a bachelor's degree in planning or bachelor's in public administration, urban studies, resource development, economics, and one (1) year experience in a Planning Office. The individual must be able to research, analyze, develop recommendations, and communicate effectively with a wide variety of people. The successful candidate will be a team player who works under the direction of senior staff. Salary starts at $27,750, with excellent benefits. Contact Genesee County Personnel Department, 1101 Beach Street, Room 337, Flint, MI 48502-1454. Applications due July 30, 1990. Official Transcripts due August 6, 1990. An Equal Opportunity Organization.

ASSOCIATION DIRECTOR — PHOENIX, ARIZ.: The County Supervisors Association of Arizona seeks an executive director to manage small assn staff & budget, coordinate & spearhead assn policy advocacy in Legislature. Prior assn mgmt & advocacy experience plus good communications skills essential. Bachelors degree desireable. Salary range $60-75,000 + benefit pkg. Send confidential resume no later than 6/30/90 to CSA, P.O. Box 13329, Phoenix, AZ 85002, Attn: Vicki.

CITY MANAGER — FERNANDINA BEACH, FLA.: POSITION AVAILABLE IMMEDIATELY. Located on North end of Amelia Island in Nassau County. City pop. approx. 10,000, 140 employees, $11.5 million budget. State salary requirements. Recent municipal or county managerial positon in State of Florida an absolute requirement. Others need not apply. Requires hands on managerial experience in at least two of the following: Gov. Budgeting/Pub. Safety/Civil Engineering/or Human Resources; BA/BS in any of Public Admin./Finance/Human Resource Mgt./Business Admin. Construction Mgt./or Law required. Preference will be given to advanced degrees. Send Resume To: City Attorney, Post Office Box P, Fernandina Beach, FL 32034. Application must be received by 4:30 p.m., July 15, 1990. Applicant's confidentiality cannot be assured under Florida Law.

CORRECTIONS CENTER DIRECTOR — OLMSTED COUNTY, MINN.: Responsible administrative position in the field of Community Corrections, overseeing the management and programming of a 32 bed residential facility for correctional clients age 16 through adult. Work involves staff supervision, policy creation and implementation, budgeting and coordination with government and community agencies. Requires a college degree in the social science area and a minimum of five years of professional full-time experience in the correctional field with a minimum of three years in a supervisory position. An advanced degree may substitute for one year of experience. Current salary range: $30,568 - $47,313. Submit resume by July 15, 1990 to: Olmsted County Courthouse, Human Resources Department, 515 2nd Street, S.W. Rochester, MN 55902. 507/285-8333. An Equal Opportunity/Affirmative Action Employer. Employment decision will be made by PORT of Olmsted County, Inc.

COUNTY COORDINATOR — MORRISON COUNTY, MINN.: Morrison County is seeking a County Coordinator to serve as clerk for the County Board; to develop, implement and administer a comprehensive personnel program; to communicate information on behalf of the county; to supervise risk management, property management, and building maintenance; and to administer the budgetary system. Morrison County, the boyhood home of Charles Lindbergh, has a population of 30,000 with an annual budget in excess of $20 million. It is located in central Minnesota within 100 miles of the Twin Cities and offers easy access to lakes and recreational areas. Qualifications: Bachelors Degree in public administration, business or personnel with a minimum of three years administrative or personnel management expereince. Applicant should demonstrate skills in problem solving, written and oral communication, conflict management and policy development. Salary: $30,000 to $33,900 depending on qualifications. Submit resume to Coordinator Search Committee, Morrison County Courthouse, Little Falls, MN 56345, before July 6, 1990. Equal Opportunity Employer.

DEPUTY DIRECTOR/FIELD OPERATIONS — SARASOTA COUNTY, FLA.: Utilities Department, Field Operations Div. This is highly responsible administrative and professional work in managing, supervising, and coordinating all aspects of a water supply production, transmission systems, and wastewater facilities. Minimum qualifications: graduation from an accredited college or university with a Bachelor's Degree in Engineering or related field, and ten years of experience in utility supply systems, including planning, designing, developing and operating utility systems; or an equivalent combination of formal training and experience. Possession of a Class "A" or "B" water and wastewater treatment plant operators licenses as issued by the State of Florida. Salary range: $29,744-$43,108/year, excellent benefits. Resumes must be received by 7-20-90 at: Sarasota County Personnel Department, P.O. Box 8, Sarasota, FL 34230-0008. FAX: (813) 364-4368. Preference in appointment to certain positions will be extended to eligible veterans and spouses of veterans; to receive veteran's preference, documentation of status is required at the time of application. EOE.

DIRECTOR, COMMUNITY IMPROVEMENT — CITY OF TALLAHASSEE, FLA.: Salary: $3,470.13 - $5,031.87 Monthly. This is highly responsible professional and administrative work directing all the operations of the Community Improvement Department. Requires management of a considerable variety and volume of professional work concerned with City housing, housing relocation and housing development. Minimum training and experience: Graduation from an accredited college or university with a degree in urban planning, business, public administration, or a closely related field and six years of progressively responsible professional and administrative community improvement experience, three years of which must have been in a supervisory capacity; or an equivalent combination of training and experience. Application deadline: Friday, July 13, 1990 Where to apply: City of Tallahassee, Employee Relations Department, Employment Office, 1st Floor City Hall, 300 S. Adams Street, Tallahassee, FL 32301. All applicants selected for City positions are subject to a pre-employment drug test. By Florida law, all applications for employment with the City of Tallahassee are open for public inspection. An Affirmative Action/Equal Opportunity Employer.

DIRECTOR OF FINANCE/

See JOB MARKET, next page

Job market from previous page

CITY CLERK — CITY OF WICHITA, KAN.: Population: 300,000; Salary Open DOQ's. Located in south central Kansas, Wichita is a high quality of life, reasonable cost city. Outstanding amenities. Full Service, Stable Council/Manager government. Director of Finance reports to City Manager with responsibility for Financial Planning and Research (Budget), Central Accounting, Revenue Management, Special Assessments, Purchasing, Risk Management, Records and Benefits. Department employs 76 people and has a current budget of $2.7M. Candidate qualifications include graduation from an accredited school in public administration, accounting or related; prefer MBA, CPA or MPA plus at least 5 years of progressive financial management experience. Send Confidential Resume by July 9, 1990 to: Robert E. Slavin, President, MSN, Inc., 2801 Buford Highway, Suite 470, Atlanta, GA 30329. 404/248-1800 or FAX 404/248-1212. Equal Opportunity Employer/Recruiter.

DIRECTOR OF JUVENILE DEPT. — LINN COUNTY, ALBANY, ORE.: Population 90,000; Salary: Competitive, DOE. A Department Head position reporting to the Board of Commissioners. Plans, directs, coordinates and manages the Juvenile Department and detention program. Qualified candidates will have a thorough knowledge of social casework principles; skill in identifying services for children and families; understanding of court process; strong communication skills, oral and written; and a demonstrated ability to exercise sound, discrete judgement while under pressure. Requires Bachelor's Degree (Master's preferred) in psychology, sociology, counselling or related field plus 5 years of progressively responsible experience in Juvenile Services with minimum 1 year of experience in a supervisory capacity. Apply by July 6, 1990. Write Linn County Commissioners, P.O. Box 100, Albany, OR 97321 for application package or call 503/967-3825. EOE.

DIRECTOR, PUBLIC WORKS — COUNTY OF MORRIS, N.J.: Responsible for administering a comprehensive, County-wide Public Works program including the coordination and supervision of Roads, Bridges, Buildings and Construction, Motor Service Center and Road Inspection Divisions. Requires BA in Public Works Administration, Engineering or a related field and 7 years of progressively responsible experience in supervising public works operations. Masters degree or N.J. certification in Public Works Management preferred. Send salary requirements and resume in confidence by July 9, 1990 to Fred J. Rossi, County Administrator, County of Morris, P.O. Box 900, Morristown, NJ 07963-0900. Equal Oppty. Employer M/F

EXECUTIVE DIRECTOR — EL PASO COUNTY, TEXAS: An urban conservation corps in its formative stages, El Paso Service and Education Labor Force, Inc. (S.E.L.F.), announces the availability of the position of Executive Director. Qualifications and Experience: Bachelors degree from an accredited institution and a minimum of six years of management experience, with four years in a supervisory capacity; experience in working with non-profit management preferred, with significant involvement in administration, budgeting, and organizational development. Ability to deal with public agencies, elected officials, funding sources, and the media; demonstrated track record in fundraising from corporations and foundations. Knowledge of management, supervisory, and accounting techniques; planning and organizational skills to initiate new non-profit corporation; strong leadership skills with young adults aged 18-23. Demonstrated experience in developing public-private partnerships and creating innovative programs addressing social needs. Bilingual ability in Spanish and English preferred. The salary range for the position is $34,880 - $39,066 plus benefits, depending upon qualifications and experience. Please direct all replies to: El Paso County Center For Non-Profit Management, 103 Montana, Suite 307, El Paso, TX 79902.

EXECUTIVE DIRECTOR — JACKSON, MISS.: The Greater Jackson Youth Service Corps seeks qualified professional with five years managerial experience, planning and fundraising ability, and organizational skills. Will assume overall program responsiblity and work with community-based Board of Directors to develop and implement corps' community service and youth development components, supervise senior staff, coordinate activities with other organizations and represent agency to the public. Will raise funds and manage budgets. Salary commensurate with experience. Send resume to: The Greater Jackson Youth Service Corps, P.O. Box 22568, Jackson, MS 39205.

MANAGER OF FINANCE — FREEBORN COUNTY, MINN.: Implements, directs and supervises a program of fiscal management of the County. Establishes an effective financial system directed toward analyzing and implementing improved management accounting techniques within and between organizational entities. Conducts financial and operational audits for administrative review. Reccommends modifications in financial practices. Masters degree in accounting, public administration or related field with a concentration in fiscal management plus two years of progressively responsible work in management accounting systems preferred. Other combinations of experience and education considered. Experience with automated accounting system desirable. Minimum salary $30,895. Resumes should be submitted to the Office of the County Administrator, Freeborn County Courthouse, 411 S. Broadway, Albert Lea, MN 56007, no later than Monday, July 9, 1990. Equal Oppurtunity Employer.

NURSING HOME ADMINISTRATOR — CARROLL COUNTY, N.H.: Scenic Carroll County New Hampshire, 103 bed intermediate care facility seeks administrator. Experience required. Must hold or be able to obtain a New Hampshire Nursing Home Administrator's license. Salary $40,000 - $45,000. Send resume by July 1, 1990 to: Office of the Commissioners, P.O. Box 152, Ossipee, N.H. 03864.

PLANNING DIRECTOR — DEKALB COUNTY, ILL.: County of DeKalb Illinois is beginning to experience growth pressure and is seeking to refill the vacant position of Planning Director. The Planning Director is responsible for direction and supervising the activities of the Zoning Administrator, Building & Development Director, Building Inspectors, and the Planning Office staff. Salary to 39,000, D O Q, plus excellent benefit package. Position reports administratively to C A O and serves a twenty-four member board elected from twelve two member districts. DeKalb County is the home of the second largest university in the state of Illinois (NIU). Position requires the minimum of a Bachelors Degree in Planning or Public Administration and five years of professional experience in the area of planning community development or a closely related field, including at least one year supervisory experience. Submit resume, cover letter, three positive and two negative references as well as salary history and expectations to DeKalb County Board, 110 Sycamore St., Sycamore, IL 60178. (815-895-7189) an Equal Opportunity Employer.

SENIOR PLANNER — ST. JOSEPH COUNTY, IND.: St. Joseph County, home of Notre Dame University; has a Senior Planner position immediately available for a candidate with a Bachelor's degree in city or community planning or a closely related field and 4 years of practical experience, some supervisory. The Salary Range 22,433 to 23,433 and the position will remain open until filled. Send resume to: Chuck Wolfram, Personnel Director, County/City Building, South Bend, IN 46601.

SOLID WASTE ADMINISTRATOR — SCOTT COUNTY, IOWA: The Scott Area Solid Waste Commission, established by an intergovernmental agreement, is seeking qualified applicants for the position of Administrator. The incumbent will direct all aspects of an $800,000+ per year solid waste operation with responsibilities calling for planning, public relations, administrative and financial management skills. The successful candidate will have 3-5 years managerial experience with knowledge of new techniques and trends in solid waste operations. Excellent communications skills required. Salary commensurate with qualifications, plus benefit package. Send resume no later than July 15, 1990 to P.O. Box 563, Buffalo, IO 52728. An Equal Opportunity Employer, M/F/H.

SOLID WASTE PROGRAM MANAGER — HAMILTON COUNTY, OHIO: Hamilton County is seeking a Solid Waste Progr[am] Manager to manage, direct a[nd] coordinate solid waste activities for [the] Hamilton County Solid Waste Distr[ict]. This position requires an in-dep[th] working knowledge of House Bill 59[2] solid waste collection, recycli[ng] alternatives, treatment and dispo[sal] techniques and environment[al] engineering. Position reports direc[tly] to Solid Waste Policy Committ[ee]. Salary is negotiable. Please se[nd] resume to: Dept. of Employ[ee] Services, 138 E. Court St., Rm. 10[?] Cincinnati, OH 45202. Equ[al] Opportunity Employer.

TREASURER — CITY OF LO[S] ANGELES, CALIF.: $75,690 T[o] $113,545 ANNUALLY. T[he] Treasurer's Office is responsible for a[ll] monies deposited in the City treasury a[s] well as all securities bought by the Ci[ty] government. The Treasurer manage[s] the City's cash management an[d] investment programs. The City's to[tal] securities and investment's pool i[s] approximately 2.2 billion dollars. Th[e] requirement for this position is thre[e] years experience as the head o[r] assistant head of an organizatio[n] having fiscal or financial manageme[nt] responsibility for significant levels o[f] cash flow or revenue production. Th[e] position of Treasurer is a Civil Servic[e] position. All candidates are required t[o] submit an official City application an[d] supplement. For official Ci[ty] application and additional informatio[n] contact: Gloria Sosa, Personne[l] Department, Room 100, City Ha[ll] South, 111 East First Street, Lo[s] Angeles, CA 90012. From the Lo[s] Angeles area: 213/485-4142. Fro[m] within California: 800/252-7790 Ex[t.] 54142. From outside California: 80[0/] 421-9555 Ext. 54142.

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Adaptability in Orlando, Fla., Nov. 11-14.

The seminar is designed to identify current technology transfer methods, practices and costs in OECD industrialized countries, and prepare recommendations for member countries that will promote the rapid flow of technology.

For more information, contact George M. Shrieves, National Highway Institute (HHI-20, F209) Federal Highway Administration, 6300 Georgetown Pike, McLean, VA 22101-2296, FAX: 703/285-2791.

PUBLICATIONS

■ A new report by the Nationa[l] **Governors' Association Cente[r] for Policy Research** shows th[e] improvement of coordination o[f] policies and programs reducing th[e] incidence of teen pregnancy.

Copies of *"An Overview of Stat[e] Policies Affecting Adolesc[ent] Pregnancy and Parenting"* [are] available for $15. Send payment t[o] National Governors' Associatio[n] Publications, 444 N. Capitol St., NW, Suite 250, Washington, D.C. 20001.