

County News

NACo - Celebrating 60 years of service to counties!

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National Association of Counties • Washington, D.C.

Counties win vote on Senate telecommunications bill House bill, however, challenges local government authority over rights-of-way and zoning

By Robert J. Fogel
associate legislative director

During the debate on S. 652, the Senate telecommunications bill, local governments won a major victory when the Senate adopted an amendment removing the Federal Communications Commission's (FCC) ability to review and pre-empt decisions local governments make concerning how telecommunications companies can use the public rights-of-way. This includes the 17 million miles of streets and roads owned by county governments.

The amendment, offered by Senator Slade Gorton (R-Wash.), was adopted unanimously. "Our

efforts have paid off," said NACo Executive Director Larry Naake. "Counties have finally been viewed as important players on the telecommunications issue."

Its adoption followed the defeat of an amendment by Senators Dianne Feinstein (D-Calif.) and Dirk Kempthorne (R-Idaho), that would have prevented FCC review of both state and local authority in certain areas of telecommunications.

This amendment, also supported by NACo, was defeated by a vote of 56-44, in part, because of the desire of the supporters of S. 652 to allow FCC review of state actions.

Both the Gorton and Feinstein-Kempthorne amendments addressed a provision included in S.

652, which gave local governments the authority to manage their public rights-of-way and receive compensation from telecommunications providers for the use of that property.

The benefit of this provision,

added to the Senate bill during Commerce Committee consideration by Senator Kay Bailey Hutchison (R-Texas) at the request of NACo and other local government groups, was placed in question by language which

allowed FCC review and pre-emption of local government decisions concerning public rights-of-way.

With the passage of the Gorton

See TELECOMMUNICATIONS, page 4

Capitol Hill budget negotiations in progress Impact of Clinton's budget plan on counties unclear

By Ralph Tabor
public policy director

House and Senate conferees met several times last week to work out differences between separately passed budget plans. The overriding issue continues to

be the size of a tax cut to be included in the seven-year balanced budget plan.

President Clinton tried to be a player in the negotiations by proposing last week to balance the budget in 10 years. His plan would cut Medicare and Medicaid much less than congressional proposals

and would include \$96 billion in previously proposed tax cuts.

Regardless, the House Appropriations Committee is moving ahead on FY96 funding bills. Appropriations subcommittees have approved six bills and the House

See NEGOTIATIONS, page 8

Moody's to lower bond ratings unless flow control legislation passed soon

By Diane S. Shea
associate legislative director

Moody's Investors Service, one of the nation's top bond rating firms, said that it will continue to lower ratings of solid waste project bonds if Congress does not pass flow control legislation that protects local flow control from the impact of the U.S. Supreme Court's decision last year in *Carbone v. Town of Clarkstown (N.Y.)*.

Since the court's ruling, Moody's has lowered the ratings of 14 county and regional solid waste authorities, affecting \$1.1 billion of debt. Counties such as Dade, Fla.; Prince George's, Md.; Lancaster, Pa.; St. Lawrence, N.Y.; and Wayne, Mich. have seen their bonds downgraded

by Moody's in recent months.

In a report released earlier this month that reviewed 76 solid waste projects, Moody's said another 33 projects have "unfavorable" rating outlooks that are mostly tied to uncertainty about congressional action on flow control. The 33 projects affect approximately \$2.3 billion of debt.

Moody's cited three key factors in the downgrades: litigation, declines in the stream of municipal solid waste to debt-financed facilities, and financial deterioration of the projects as a result of the court decision and Congress' inaction.

Credit risk has increased, the Moody report said, not only for the local governments who issued the bonds, but also for the bondholders.

The court's decision has pro-

duced scores of lawsuits against state and local flow control laws because most systems are continuing to operate as if their flow control ordinances remain intact, pending a legal challenge that directly affects them.

Almost all of the 14 downgraded solid waste projects have been sued by private waste companies which are diverting waste to cheaper disposal facilities.

The report said that "additional downgrades are likely without a congressional solution as cases work their way through the courts nationwide or as haulers finally decide it is safe to ignore existing flow control laws."

Even if the bills now moving

See FLOW CONTROL, page 8

Remember When? Celebrating 60 years of service to counties



President John F. Kennedy is introduced by NACo President Dan Gray, Calhoun County, Ala., during NACo's Legislative Conference at Washington's Mayflower Hotel in 1961.

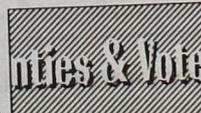
The National Council of County Association Executives and NACo's Financial Services Center have agreed to explore the creation of a national reinsurance pool. **page 2**

Don't miss the chance to comment on new rules that will decide which federal mandates should be changed or terminated under the Unified Mandate Reform Act of 1995. Deadline, June 22. **page 3**

County work sites are not immune from workplace violence. Tragic incidents in several New York state counties have led them and others to institute prevention programs. **page 6**



Want to know which states hold the largest block of votes in the upcoming election for NACo vice president? See the official vote count. **pages 10-14**



News from the nation's counties **page 18**

Neal Peirce **page 18**

Job market **page 19**

State associations and NACo to pursue creation of new insurance pools

By Steve Swendiman
NACo FSC director

State county association executives and NACo's Financial Services Center (FSC) have agreed to pursue the feasibility of creating a captive reinsurance company for use by county insurance pools across the nation.

A so-called "captive" reinsurance company limits access to its services to a predefined customer base. Reinsurance refers to the practice of supplementing, or "reinsuring," existing coverage.

The decision was reached during the National Council of County Association Executives' (NCCAE) annual insurance meet-

"By creating a national reinsurance company, counties and state pools will have a vehicle to provide levels of reinsurance and leverage to negotiate better rates for purchased reinsurance."

Jerry Griffin
NCCAE president
Georgia state association director

ing in Austin, Texas, June 1-2. Twenty-one states were represented at the meeting, which was attended by association executives and insurance pool administrators.

Jerry Griffin, NCCAE presi-

dent, and Georgia state association director, commented that, "The opportunity to form a captive reinsurance company is an exciting prospect for counties and county pools. The same economies of scale and opportunities

for investment income that have made state pools successful will provide both savings and leverage at the national level."

He explained that when the insurance market hardened in the mid-1970s and again in the mid-1980s, counties struggled to find alternatives to expensive commercial insurance. By pooling their resources at the state level, they ultimately created sound, cost-saving programs.

"The insurance market is cyclical in nature. By creating a national reinsurance company, counties and state pools will have a vehicle to provide levels of reinsurance and leverage to negotiate better rates for purchased reinsurance," Griffin added.

NCCAE members adopted an aggressive work plan that would have the consultant for the feasibility study selected by August.

Other issues which will need to be resolved include governance or company structure; shared risk capitalization; and commitment to a long-term, mutually beneficial relationship.

The feasibility study should help define these barriers and also provide alternative solutions, Griffin said.

The idea of a captive reinsurance pool is not a new one. The National League of Cities created such a pool in 1986 and has had much success.

(For more information, call NACo's Financial Services Center at 202/942-4282.)

Comments wanted on federal mandates review

The U.S. Advisory Commission on Intergovernmental Relations (ACIR) is seeking public comment, by June 22, on proposed criteria for: 1) selecting existing federal mandates for commission review; and 2) formulating recommendations to modify, suspend or terminate those mandates.

The commission is charged with this responsibility by Section 302 of the Unified Mandate Reform Act of 1995.

Under the proposed criteria, an existing federal mandate will be selected for intensive commission review if it has one or more of the following characteristics:

- It requires state, local or tribal governments to expend substantial amounts of their own resources in a manner that significantly distorts their spending priorities.
- It establishes conditions for federal assistance in a program in which state, local or tribal governments have little discretion over whether or not to participate.
- It abridges historic powers of state, local or tribal governments, the exercise of which would not adversely affect other jurisdictions.
- It imposes compliance requirements that make it difficult or impossible for state, local and tribal governments to implement.

- It has been the subject of widespread objections and complaints by state, local and tribal governments and their representatives.
- Recommendations for modification, suspension or termination will be developed on specific mandates which exhibit the following characteristics:
 - They involve federal intrusion into areas not widely recognized as national in scope or appropriate federal activities.
 - Their provisions are unnecessarily rigid or complex.
 - Their goals or standards are too unclear to permit consistent implementation.
 - Their provisions are contra-

dictory, inconsistent implementation.

• There is inadequate scientific basis, risk assessment or cost-benefit analysis to justify them.

• They lack practical value.

• Resources needed to comply exceed fiscal or administrative capacity of state, local or tribal governments.

• Compliance compounds fiscal difficulties for jurisdictions experiencing fiscal stress.

The commission will issue final criteria on July 6, 1995. Comments on proposed criteria or requests for more information about the study should be addressed to: Philip M. Dearborn, director,

Mandates Study, ACIR, 800 K St., N.W., Suite 450 South, Washington, DC 20575, phone: 202/653-5538.

The proposed criteria were approved by ACIR's Mandates Committee on May 18, and were published in the *Federal Register* on May 23, 1995. Senator Dink Kempthorne (R-Idaho), a committee member, commenting on the commission's work on federal mandates, said, "We very much need direct input from the municipalities, counties, states and tribes—those folks who have been the recipients of these mandates and who have to deal with them every day."

Intergovernmental summit addresses needs of young children

By Sandra Reinsel Markwood
and Marilina Sanz

On June 6-7, NACo President Randy Franke and Montgomery

County (Md.) Councilwoman Marilyn Praisner joined the president, governors and leaders of several local government associations in Baltimore, Md. for the National Governors' Association's Child-

ren's Summit.

Elected leaders from all levels of government convened at the summit to focus public attention on the needs of young children and their families, as well as the need to reform service delivery systems for children.

In his address at the summit, President Clinton said that although primary responsibility for children rests with parents, when parents need assistance, "our American village has responsibility for our children," and that to help parents meet their responsibility requires the involvement of all levels of government and the private sector.

A major part of the president's speech addressed his concerns over the welfare reform proposals being debated on Capitol Hill. He outlined the following five principles that he considers essential to welfare reform: requir-

"Although I know that the plight of our nation's children and families is felt at all levels of government, it is at the local level, the community level, that this crisis is seen and felt every day."

Randy Franke
NACo president

ing work with the necessary child care, real work requirements backed up with resources, real incentives to reward states who succeed, protecting states from economic downturns, and protecting our children.

Clinton recognized NACo President Randy Franke for his work on behalf of children. Franke stated that it is clear that our nation's children and families are in trouble and need our help. "Although I know that the plight of our nation's children and families is felt at all levels of government, it is at the local level, the community level, that this crisis is seen and felt every day."

Several state and local pro-

grams that address children and family needs were highlighted.

One such program was Oregon Benchmarks, which Franke and Duncan Wyse, the executive director of the Oregon Progress Board, discussed. This program will be the focus of a special session at NACo's upcoming Annual Conference in Fulton County (Atlanta), Ga.

The summit concluded with agreement from all parties involved that there is a need to continue the dialogue among all levels of government in order to create a seamless system of community-based services for children.

(Markwood is NACo's human services director. Sanz is NACo's associate legislative director.)

Okla. County sale update

Oklahoma County, Okla., which is selling gold-ribbon lapel pins at NACo's Annual Conference to benefit the construction of a memorial park on the site of the bombed-out Alfred P. Murrah Federal Building in Oklahoma City, has announced that the price of the pin will be \$20.

The county is also arranging to process mail orders of the pin after the Annual Conference.

Proceeds will be held by Oklahoma County and presented "from counties across America" to finance construction.



County News invites Letters to the Editor

If you have a compliment, complaint or different point of view, let us know.

Please include a phone number with your letter. Mail or fax to:

County News, NACo, 440 First St., N.W., Washington, DC 20001-2080, 202/393-2630.

NACo congratulates its 1995 Achievement Award winners

By Cynthia Shultz
research assistant

Congratulations to all the NACo Achievement Award winners. Judges received 1,379 applications from 33 states and two state associations. In the few months, the research staff has a number of activities and ways to commemorate your achievement. Keep a look out for more information about the following activities.

Hats Off to Counties

Our *County News* feature "Hats Off to Counties," once again, will highlight a sampling of award-winning programs. Each feature will have a specific issue focus.

For example, award-winning presentation programs, animal control programs and children's programs will be featured from this year's winners. Keep a look out for your county's program.

Publications

The research staff will be publishing summaries of many of the 1995 Achievement Award winners. These summary publications will be available in August.

Included is the name of the county, its population, a description of the award-winning program, and an individual in the county you may contact to gain more detailed information.

Order forms will be sent to award-winning counties and will be available at the Annual Conference.

Annual Conference

Celebrate NACo's 60th year at the Annual Conference in Fulton County (Atlanta), Ga., July 21-25. Achievement Award winners will have a number of opportunities to "boot their horn" at this year's conference. We are planning a number of exciting events and ways to celebrate your award.

Achievement Award Booth

Be sure to stop by the NACo Achievement Award Booth at the Annual Conference to see a sampling of programs that are award winners. We will be displaying policy reports, manuals and other materials submitted by counties across the country. The booth will be located near the NACo project booths. Be sure to stop by and say "hello" to the research staff.

Photographs

Award winners, sign up at the Achievement Award Booth before Monday, July 24 to have your photograph taken with one of the Executive Committee members. The photographs are scheduled for Monday, July 24, between 11:30 a.m. and 3:30 p.m.

Informal presentations

As an added attraction this year, the research staff has arranged for special presentations by some of the

Achievement Award winners.

These half-hour briefings will give you an opportunity to talk directly, in a more informal, small group setting, with county staff and officials about their award-winning program.

If you want to learn more about streamlining permitting processes, budgeting innovations, effective animal control programs and ways more counties are getting "more bang for

the buck," you will not want to miss these briefings.

General Session recognition

All award winners will be collectively recognized at a General Session of the conference delegates.

Questions about the Achievement Award Program? How do I get an application for next year's awards program? Please do not hesitate to

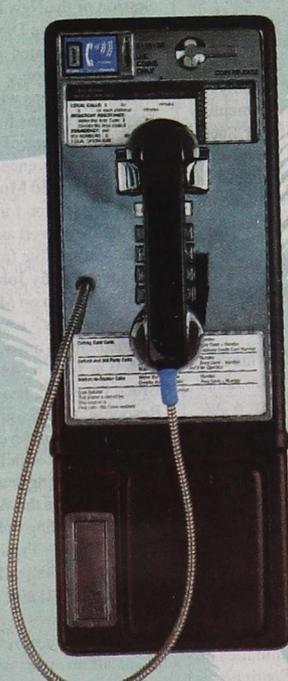
contact the research department at 202/942-4277, 942-4279 or 942-4246. See you at the Annual Conference!

Commemorative products

Say "thank you" to the hard-working staff that made your county's Achievement Award possible. As last year, commemorative mugs and pins will be available for purchase at the NACo Annual Con-

ference and by mail.

In addition to the mugs and pins, a number of new items have been added to the product list, including an engraved, wood pen and pencil set, a Lucite-embedded certificate, a wall tile framed in wood, and a marble paperweight. A color photo order sheet will be sent to award winners and copies will be available at the Annual Conference.



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NACo - Celebrating 60 years of service to counties!

60th Anniversary



John C. Horsley
NACo Executive Committee
(1982-1988)
NACo President
(1986-1987)

County News continues its celebration of NACo's 60th Anniversary year by featuring the sixth in a series of interviews with former NACo presidents. The interviews, and other items, will be featured throughout the year, with a special 60th Anniversary supplement planned for the July 17 issue of County News.

The National Association of Counties was founded in 1935, and remains the only association representing the interests of county government on a national level.

CN: When and why did you first become involved with NACo?

Horsley: I first became involved in NACo at the annual convention in Detroit in July 1977. That year I helped persuade NACo President Bill Beach to create an Indian Affairs Committee to deal with the land use, law enforcement and other jurisdictional issues confronting counties and tribes, and was named its co-chair.

In 1978, the Washington State Association of Counties elected me to represent it on the NACo Board of Directors. I also was named to serve on NACo's Transportation Steering Committee.

CN: What led you to run for NACo office?

Horsley: It took two races to be elected NACo president. Bob Aldemeyer beat me on his home turf in 1981, but I succeeded the next year in Baltimore. Sustaining revenue sharing, PILT funding, increasing infrastructure investment and affordable housing were the main issues I wanted to advance by running for a NACo leadership position.

CN: During your term, what was the greatest challenge facing NACo ... and the nation's counties?

Horsley: During my term, we faced two major challenges. 1986 was the year we finally lost General Revenue Sharing. Because of NACo's strong leadership, we were

able to sustain it three years after it was targeted for elimination by the Administration.

But in 1986, it was lost—which was a serious blow to many counties. The good news in 1987 was that NACo was restored to financial resolvency after four years of fiscal crisis which threatened to bankrupt the organization. That year, we were able to pay back the state association loans which helped sustain us through the emergency.

CN: What's your favorite memory of NACo?

Horsley: My favorite memory of NACo is of the warmth and hospitality my wife Dee and I received during our visits to 26 states during our year as president and the many friendships we enjoyed with members of the county family.

My specific favorite memory was of Sandy Smoley of Sacramento admonishing the all-male members of her Executive Committee to remember to put the toilet seat down in the bathroom.

CN: What helped you cope with the demands of national association leadership?

Horsley: What helped me cope with the demands of national association leadership were a supportive family, solid support from my home county—Kitsap, Washington, and excellent NACo executive directors like John Thomas and Matt Coffey.

CN: What would you like to tell today's County News readers?

Horsley: Be proud of the privilege to serve your communities in county government. Continue to improve the professionalism and productivity of your staffs and to streamline operations.

I am convinced that counties will play an increasingly vital role in government in the future as responsibilities are devolved to you from state and federal levels. I am proud of my 19 years in county government and will always be a "county person" at heart.

TELECOMMUNICATIONS from page 1

amendment, much of what local governments won has been protected. The Senate is expected to complete action shortly on S. 652, the Telecommunications Competition and Deregulation Act of 1995.

Telecommunications legislation in the House

In the House, consideration of telecommunications legislation by the full House membership is expected in July. "Counties still have a lot of work to do on the House bill and I urge county officials to let their views be known," stated Naake.

Unlike the Senate bill, H.R. 1555 pre-empts local government authority over the management of the public rights-of-way and local government's ability to receive fair and reasonable compensation.

An amendment was offered by Representative Bart Stupak (D-Mich.) to correct this problem during Commerce Committee consideration of the legislation. It was withdrawn when the committee leadership agreed to try to resolve the rights-of-way problem before the bill comes to the House floor for a vote.

The other issue in H.R. 1555

concerns two provisions that preempt local zoning authority by granting the FCC the authority to strip local government of its authority in this area.

The FCC would be required to preempt zoning authority in connection with the placement of satellite dish antennas, including the direct broadcast satellite dishes. The bill would also require the FCC to establish a negotiated rule-making process that would determine how local governments could regulate the placement of cellular antennas.

For further information, contact Bob Fogel at NACo, 202/942-4217.

NACo

on the move

◆ Representatives of several local and state interest groups, including NACo, gathered in Baltimore, Md., on June 6, to target a few issues that will be the subject of a unified public affairs and legislative agenda. The groups agreed to collaborate on the following issues: Community Development Block Grants, safe drinking water and telecommunications. Representing NACo at the meeting were NACo President **Randy Franke**, Executive Director **Larry Naake**, Legislative Director **Reggie Todd** and Associate Legislative Director **Larry Jones**.

At the National Forum on Youth Violence, May 31-June 2, Franke participated in a panel discussion, where he urged collaboration and comprehensive planning at the local level to help prevent youth violence. Franke was accompanied by Director of Human Services **Sam Markwood** and Associate Legislative Director **Donald Murray**.

Franke traveled to Carlsbad, N.M. to address delegates at the closing session of the New Mexico Association of Counties on June 10.

◆ Executive Director **Larry Naake** and Legislative Director **Reggie Todd** participated in a White House ceremony on June 5 to launch President Clinton's "National Homeownership Strategy." NACo was one of the key groups with which the Administration consulted in forming recommendations for increasing homeownership opportunities.

Naake was one of the luncheon speakers at the Arizona Association of Counties conference in Scottsdale, Ariz., on June 1. Associate Legislative Director **Donald Murray** was also at the meeting to update participants at a training session for sheriffs on block grant provisions in pending criminal legislation as well as correctional issues.

◆ Via satellite from the Mayo Clinic in Rochester, Minn., Third Vice President **Randy Johnson** participated in the Annenberg Health Communication Forum on May 19 in Washington, D.C. "Telemedicine: Barriers & Possibilities" was the topic of the forum, and Johnson addressed telemedicine's impact on citizens and counties.

◆ On June 6, Associate Legislative Director **Diane Shea** met with Bruce Diamond, head of the EPA's Office of Emergency and Remedial Response, to discuss initiatives to expedite Superfund cleanups at pilot sites throughout the country.

She also met with House Transportation and Infrastructure Committee staff on upcoming hearings on Superfund. A NACo representative is slated to testify before the Water Resources and Environment Subcommittee on June 13 regarding liability of local governments under Superfund.

◆ First Vice President **Doug Bovin** was in NACo headquarters, June 5-6, to meet with staff on steering committee appointments and plans for his term as president.

◆ **John Hayes**, a graduate student at George Washington University, the newest addition to the NACo staff. He is serving as an intern and will help other staff members prepare the InfoRamp for the Annual Conference.

County News

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

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Federal disaster assistance: the FEMA Infrastructure Program

The role of the Damage Survey Report

By Sharon L. Oakes, P.E.

Once a federal disaster declaration has been issued, the Federal Emergency Management Agency's (FEMA) Infrastructure Program will implement certain recovery efforts for eligible governmental and private profit agencies. The Damage Survey Report (DSR) is the document used by FEMA to define the disaster work that is eligible for funding assistance through this program.



cost necessary to bring a damaged facility back to its predisaster condition. However, there are several program options that allow an organization to maximize its recovery efforts. The following examples present the concepts behind these options:

Examples

- A county has a bridge that has been destroyed in a federally declared flooding disaster. To rebuild the bridge as it existed prior to the disaster would put the structure in conflict with the city's current bridge design standards. Does FEMA's Infrastructure Program address this situation?

If the current design standards are in writing and formally adopted by the applicant, or if they are a legal federal or state requirement, the DSR can be prepared to reflect the scope of work and cost necessary to reconstruct the bridge to the current standards.

The applicant must also demonstrate that these standards have been applied uniformly to all similar bridges within its jurisdiction and that the standards were enforced at the time of the disaster.

- A private non-profit agency

See *DISASTER ASSISTANCE*, page 6

sult. Therefore, preparing the most thorough DSR as soon as possible after the disaster is to the advantage of all parties involved.

Although the inspections should be completed in the spirit of team effort, the final decision as to what work is eligible is decided by the FEMA inspector. If the state or local representative does not concur with the FEMA inspector, they must prepare a statement as to why they do not concur and attach it to the DSR.

To assist in completing each DSR, FEMA has developed the following general categories for eligible work:

- 1) debris removal
- 2) emergency protective measures, including emergency communication and emergency public transportation
- 3) roads and bridges
- 4) water control facilities

- 5) buildings and equipment
- 6) utilities, and
- 7) parks, recreational and other.

In general, for these damages to be considered eligible for disaster assistance, three basic criteria must be met. First, the damages must be a result of the disaster. The damages must also be located within the designated disaster area. Last, the need to complete the recovery work must be the legal responsibility of the applicant.

Currently, the minimum damage incurred per project must be \$1,000 or more. Project damages less than this amount are considered to represent maintenance work.

Another relatively recent legislative change is that straight-time salaries and benefits of permanently employed personnel are not eligible

for disaster assistance reimbursement during the completion of emergency work (debris removal, emergency protective measures).

It should be noted that the DSR prepared in the field is only a recommendation for funding action. The DSR, at this point, does not represent a final approval or an obligation of funds. After the DSR is prepared by the inspection team, it undergoes a review process at the FEMA Disaster Field Office. As a result of this review, eligible costs and the scope of work may be changed.

Only after the applicant receives a package from the state, complete with signed computer-generated DSRs and a cover letter indicating approval, will the applicant have their approved DSRs.

The purpose of the DSR is to document and quantify the work and

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Counties attack workplace violence

By Cynthia Shultz
research assistant

Fire fighters, policemen and highway construction workers accept a high level of risk when they go to work each day, but should office workers, case workers and health professionals expect the same level of risk at their jobs?

County risk managers across the nation are saying "No." Onondaga, Ulster and Monroe counties in New York, have joined hundreds of counties in implementing violence prevention programs to help ensure the safety of their staff.

Workplace violence

Violence is moving from the streets to the workplace. According to the Bureau of Labor Statistics, in 1993, a routine day on the job proved to be fatal for 6,271 workers. Of those fatal injuries at work, 1,061 were homicides.

While homicide is the most extreme form of workplace violence,



According to the Bureau of Labor Statistics, in 1993, a routine day on the job proved to be fatal for 6,271 workers. Of those fatal injuries at work, 1,061 were homicides.

not all violent attacks result in death. More than 22,000 workers were assaulted by persons at work and sustained injuries that prevented them from working a day or more.

Statistics indicate that most homicide victims are men shot during robberies, while women are most often victims of non-fatal violence, commonly nursing staff hit or kicked by their patients.

County personnel, including public health nurses, social workers, financial assistance workers and others, often come in contact with clients who verbally or physically threaten or abuse them.

In 1992, almost two-thirds of non-fatal assaults occurred in service industries, such as nursing homes, hospitals and institutions that provide residential care and other social services.

Counties address violence

Office and caseworker murders in Schuyler and Cayuga counties, N.Y. prompted them, and a number of neighboring counties, to address workplace violence. Onondaga, Ulster and Monroe counties in New York all received 1995 NACo Achievement Awards for their efforts to decrease the number of and avert similar crises in their counties.

DISASTER ASSISTANCE from page 5

(PNP) has an approved DSR to reconstruct a building. However, it no longer wishes to reconstruct the facility to its predisaster condition and now wants to enlarge it. Is the PNP still entitled to any disaster assistance grant funds for this project?

If the PNP desires to enlarge its building, but still maintain the predisaster function of the building, it can request approval of an Improved Project through its designated state Governor's Authorized Representative (GAR).

If approved, federal funding will be capped at the federal share of the approved DSR estimate.

- Elevated water levels eroded a canal embankment for which a DSR was prepared and approved. Upon dewatering the site, the county's crew found additional damage to the slope not previously identified by the inspection team. Can this additional work be reimbursed through disaster assistance funds?

If the damage is determined to be disaster-related, another DSR can be prepared to include the additional scope of work and cost. The best case scenario would be to stop work and contact the GAR for a reinspection.

However, construction or public safety constraints may make this impractical. In that case, alert the GAR to the situation as soon as possible and document! document! document!

Use photos, videos and detailed notes to establish a correlation between the newly found damage and the disaster. But remember, without an approved DSR, the cost of all additional work is completed at the applicant's risk.

- The county no longer wishes to replace the park pavilion as allowed

by a DSR. They would like to use the grant funds to construct a park perimeter fence. Is this option possible?

The county can apply through the GAR for approval of an Alternate Project prior to any work being initiated on the fence. If approved, funding will be limited to 90 percent of the federal share of the pavilion DSR.

- The approved DSR that the county received is significantly different from the DSR the county signed during the inspection. The county does not concur with the changes made. Does the county have any recourse against this action?

Any FEMA decision can be appealed. Of course, an attempt at resolution through informal channels such as the submittal of additional information or an reinspection being requested is encouraged. However, if this approach does not work, the appeal process should be initiated.

The applicant must first submit a written appeal to the GAR within 60 days of notification of the decision at issue. The first appeal on an issue is addressed by the FEMA regional director.

The second appeal on that same issue is addressed by the associate director and the third and final appeal is addressed by FEMA's director.

- A culvert was washed out in a flood and has a history of being destroyed by flooding. Can FEMA participate in the replacement of this structure with a properly sized culvert?

If the proposed culvert will lessen the potential for future damages, then the proposal may qualify as a Section 406 Hazard Mitigation project.

In this situation, the inspection team must still prepare the DSR to

reflect the scope of work and cost necessary to replace the culvert to its predisaster condition. Then, as an attachment to the DSR, the proposed hazard mitigation project must be described and a cost estimate prepared.

The primary litmus test for FEMA approval of a hazard mitigation proposal is that the proposed project must be cost-effective. This means that the additional cost of the mitigation measure must not cost more than the anticipated future damage costs.

The applicant, therefore, will have to provide additional documentation, such as past costs incurred to repair the culvert and the costs of any offsite damages that occurred as a result of the culvert being damaged. The final decision on whether to approve the hazard mitigation proposal will be made during the DSR review process.

Overall, FEMA's Infrastructure Program provides a mechanism to supplement applicants' efforts to recover from a disaster and to prevent or lessen the impact of future disasters. The prior examples demonstrate the flexibility of the program to fulfill this dual purpose.

In summary, a "level playing field" of knowledge for all parties involved in disaster recovery is necessary. This will ensure that DSRs are prepared in such a manner that sufficient funding is received in a timely manner. Before the inevitable disaster strikes, contact your county or state emergency officials for any guidance that they may have on DSR preparation.

(Oakes is a professional engineer who owns a consulting practice in DeLand, Fla. She has also worked with FEMA on disaster recovery assignments for the past four years. Oakes has spoken extensively on public involvement and disaster recovery issues.)

Onondaga County, N.Y.

In 1992, Onondaga County began its first pilot program to protect county field employees against threats and violence in the workplace. After a year, the program was expanded to include all county employees, not just field workers.

Each year since its implementation, the program has expanded and now includes an incident reporting system, incident follow-up procedures and monitoring of incidents that are handled in the criminal justice system.

Extensive training is also provided to all county employees, and includes threat perception; drug recognition; personal hygiene to protect against infectious disease; communication skills to defuse threats and violence; emergency procedures in case of threats or violence; documentation of incidents with threatening or violent clients, employees or others; legal rights; and the identification of criminal behavior of clients, employees or others in the workplace.

By the end of 1994, the county had provided training to approximately 2,300 employees. The training prompted a number of changes within the county. Departments have formed "community watches" in their buildings, law enforcement officials have responded better to employees who have been threatened or assaulted, and patrol forces have been patrolling parking lots more frequently.

Ulster County, N.Y.

An increase in violent incidents led the Ulster County Department of Mental Health to conduct a needs assessment to identify the type of response necessary to help ensure the safety of its employees.

In 1993, in addition to staff training, the following measures were implemented:

- a security policy and procedure manual was developed and distributed
- additional security staff were assigned
- a clinical crisis response team was formed
- a radio system was acquired for security guards
- a protocol for responding to violent situations was developed
- keypad systems and security doors were installed
- two staff members were trained as certified Strategies for Crisis Intervention and Prevention (SCIP) trainers
- Plexiglas window barriers were installed for reception and billing windows
- security ID badges were required
- escort policies for clients were more strictly enforced, and
- alarm systems were expanded.

Monroe County, N.Y.

In the early 1990s, Monroe County's Department of Health identified that 90 percent of the nurses who voluntarily ended their employ-

Paths to Prevention

The number and intensity of incidents of workplace violence have been increasing throughout the 1990s. Many counties have taken a number of proactive measures to address workplace violence. The key to a safe employee environment is to be prepared before an event occurs.

Physical security and proper training for managers and employees will not end violence together, but it might avert potential incidents.

Below are a number of points violence prevention programs should address:

- issue visibility (i.e. via news letters and articles)
- pre-employee investigation guidelines
- threat analysis and qualifications
- personal safety training for all personnel
- consistent, fair, and enforced policies and work rules
- immediate security responses and follow-up procedures
- notification of law enforcement
- supplemental security measures for threatened personnel
- professional services for employees, and
- policies for communicating with the entire staff and the media.

County violence prevention programs and policies have enhanced the physical safety of employees and have provided staff with means to recognize potentially dangerous situations and protect themselves accordingly.

According to Marshall Beckman, deputy director of Ulster County's Mental Health Department, "Staff are better able through training received, to defuse violent situations. ... Statistics indicate that the program has been highly successful."

ment with the county, listed personal safety as a significant factor in the decision to leave.

Recognizing the autonomous nature of public health nursing and frequently dangerous work sites, county health department implemented a personal risk management training program, which addressed preventive liability, employee health and employee safety.

Within a year-and-a-half of the implementation of the Personal Risk Management Program (PRMP), the number of nurses reporting their voluntary termination as a result of personal safety was reduced by 50 percent.

Approximately 40 percent of nurses leaving county employment believed safety was a significant reason for their voluntary termination. While safety remains a concern among public health nurses in the county, 90 percent of the nurses believed the PRMP met their safety needs.

Fairfax program readies teens for real life

By Jill Conley
senior staff writer

A lot of us take for granted the life skills we learned from our families. Budgeting, cooking, problem solving, household maintenance and a host of other skills seem to have been passed on to us almost without our knowledge sometime before we went out to live on our own.

But many kids are raised in situations where, for one reason or another, life maintenance skills are overlooked, adding to the challenges they will face when they go out into the world to live independently. In an effort to give such kids an edge in adult living, the Fairfax County (Va.) Department of Human Development is offering foster care kids ages 16 and up a chance to build independent living skills through an innovative program, entitled "Mentors for Life."

According to Program Coordinator Sandy Malazo, foster care kids in this age group are difficult to place in private homes. "Teenagers are threatening to begin with," she says. The combination of those stereotypes and the emotional problems associated with a childhood of moving from home to home lead most foster care teens to group homes.

Designed for teens who are ready to move on to the next step, but not quite ready to live on their own, the Mentors for Life Program relies on volunteers from the community who take the young adults into their homes and serve as role models. Before teens move in with mentors, contracts and rules are negotiated between the mentor and the "mentee," who submit quarterly reports to the program coordinator outlining progress toward and obstacles to contract goals. "Everybody is accountable," says Malazo. Common problems, she adds, tend to center around chores and money management.

These are not traditional foster homes. Rather, the program is structured more like roommate situations. "For teens who really don't need the structure of a group home, this provides a very good alternative," says Malazo.

Teens must be in school or working, and must pay \$210 in rent each month to the mentor. Mentors, who undergo 14 hours of training on adolescent issues and how to model independent living skills, also receive up to \$13 per day for teaching services. Mentors and mentees usually live together between one and three years — those years when teens get driver's licenses, apply to college, and make other important decisions about their futures.

We want this to be their last stop

"In addition to the normal struggles, they're trying to deal with the fact that their home is not 'Ozzie and Harriet' like they'd like it to be."

Pete Edivan
mentor
Mentors for Life Program

before independence," says Malazo. "As a mentor, you get to give something and get something

back," says mentor Pete Edivan, who describes his role as a tutor, a roommate, a guidance counselor and a teacher. "These kids are just dealing with the same things as the other kids at school, only they may have a little extra baggage. In addition to the normal struggles, they're trying to deal with the fact that their home is not

'Ozzie and Harriet' like they'd like it to be."

Mentors do a lot of the things that parents do, Edivan explains. "But, we don't try to take the place of parents."

In fact, mentors often work in partnership with parents to help

See FAIRFAX PROGRAM, page 9

1995 60th Annual Conference Host County Tours

Fulton County, your host for the 1995 NACo Annual Conference, has added two more exciting tours where you and your family can experience Atlanta's arts and culture and discover its rich African-American history.

The two fun-filled tours, which cost \$10 per tour for NACo participants, will run from 1 p.m. to 4:30 p.m. on Saturday, July 22, and Sunday, July 23.

Registration for both tours is limited and you can register for the tours at the Conference as long as space is available. But the only way to ensure your tour reservation is to SEND IN THE ATTACHED REGISTRATION FORM by **July 10, 1995**. Please be sure to indicate the number of persons per tour.

TOUR DESCRIPTIONS

HISTORIC BLACK ATLANTA TOUR • SATURDAY, JULY 22, 1995

Atlanta University — A.U. comprised of Morehouse College, Clark College, Spelman College, Clark Atlanta University and Morehouse School of Medicine, is the world's largest consortium of historic African-American institutions.

The Martin Luther King Center for Nonviolent Social Change — This is the gravesite of the late Dr. Martin Luther King, Jr., as well as a repository of his personal effects and the site of an exhibit chronicling the life of the only African-American for whom a national holiday has been named.

Atlanta Life Building — This headquarters for Atlanta Life Insurance also houses an extensive collection of African-American art.

APEX Museum — Devoted to African American history, APEX exhibits tell about Atlanta's African-American history, prominent people and neighborhoods, including the famous Sweet Auburn district. You'll also find traveling exhibits by local and national African-American artists, including July's featured show on "Georgia and the American Slave Trade".

Auburn Avenue Research Library on African-American Studies — This Fulton County facility contains the largest collection on African-American culture and history in the Southeast.

Host County Reception — The Historical Black Atlanta tour will culminate with a reception hosted by Fulton County from, 4:30-5:30 p.m. immediately following the tour.

ATLANTA ARTS AND CULTURE TOUR • SUNDAY JULY 23, 1995

High Museum of Art — This gleaming white architectural jewel in Midtown contains world-renowned collections of European and American paintings, sculpture, decorative and African arts, and frequently hosts traveling international exhibitions.

Atlanta History Center and Swan House — Nestled amidst 32 acres of woods and wildflower trails in Buckhead are the 1928 classically-styled Swan House and the 1840s-era Tullie Smith House, which reflects early 19th-century middle-class farm life.

Inside the History Center is a museum displaying exhibits on Civil War and Atlanta history, as well as a library and archives; outside are labeled nature trails.

Carter Presidential Center — President Jimmy Carter's life and presidential administration (1977-1981) are the subjects of the museum's exhibits, films and videos. You can take a relaxing break during your visit here in a cafe or a Japanese garden which commands a breathtaking view of the downtown Atlanta skyline.

HOST COUNTY TOURS-REGISTRATION FORM

Please type or print clearly all applicable information requested below. Please make a copy of this form for your records. Children under 15 must be accompanied by an adult. Please make checks or money orders payable to National Association of Counties, (NACo) 1995, Inc.

Name: _____ Mr./Mrs./Ms. _____

Title: _____ County _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: () _____ Fax: () _____

Please select tour(s) by checking appropriate box:

Historic Black Atlanta Tour (040)
Saturday, July 22, 1995
1 p.m. - 4:30 p.m. \$10.00/person
_____ Total number of participants

Atlanta Arts and Culture Tour (042)
Sunday, July 23, 1995
1 p.m. - 4:30 p.m. \$10.00/person
_____ Total number of participants

Method of payment: check money order Total amount enclosed: \$ _____

Return completed form to: Fulton County/NACo Host County Tours • 141 Pryor Street, S.W. Suite 3090 • Atlanta, Georgia 30303



NEGOTIATIONS from page 1

last week passed the first bill to provide funds for military construction.

Rescissions

Negotiations between Congress and the White House over the supplemental appropriations and rescissions bill appear to be stalled. President Clinton vetoed a rescissions bill earlier this month and there are not sufficient votes in the House or Senate to override the veto.

While there is an urgency about approving additional disaster assistance funds contained in the measure, there is disagreement about how to offset the cost of President Clinton's proposals on rescissions.

Budget resolution

The congressional leadership hopes to complete the conference on the budget resolution and get approval from the House and Senate by the end of June. Negotiations over the size and timing of tax cuts are taking much longer than originally thought.

The Senate position has hardened on only agreeing to tax cuts if it is certified that the budget will be balanced by 2002.

The House leadership is suggesting a compromise which would split the difference between their proposed tax cut of \$340 billion and the Senate's possible \$170 billion.

It is not clear, however, if the lower amount could pass the House.

In discussions last week with NACo staff and county representatives, Rick May, House Budget Committee staff director, said that "many big decisions still need to be made in the conference because spending targets will be driven by the level of tax cuts."

Both May and Carol McGuire, deputy staff director of the Senate Budget Committee, indicated that the schedule for finally passing appropriations bills and a budget reconciliation bill could slip into November or December.

The deadline for authorizing committees to report legislative changes on budget savings is expected to be moved from July 14 to sometime in mid-September.

Clinton proposal

Republican congressional leaders welcomed President Clinton's 10-year balanced budget proposal. Budget committee staff were directed to analyze the plan to determine areas of possible agreement. The leadership made it clear it was too late in the process to change their seven-year balanced budget target.

As of late last week, details on the president's proposal were sketchy. The proposal would cut \$55 billion in Medicaid spending over seven years, compared with the Senate plan to cut \$175 billion and the House plan to cut \$187 billion over the same period.

Medicare would be cut \$124 bil-

lion over seven years, compared to \$256 billion by the Senate and \$280 billion by the House.

The president spelled out spending increases for a number of education and training programs that are his investment priorities.

Increased spending for these programs would amount to \$40 billion over seven years. The information released by the White House also highlighted increased funding for crime-fighting programs and environmental programs.

The president is proposing that discretionary spending be cut by \$200 million over the next seven years. No details were provided on where these cuts would be made.

It was indicated in a White House briefing that this would amount to a 20 percent reduction in current funding after accounting for increases in the president's selected priorities.

FLOW CONTROL from page 1

through Congress are enacted, Moody's said it may upgrade some ratings to their former levels, while others may not be restored; each project will be examined on its own merits.

Most of the bond issues that Moody's reviewed are backed by leases and other securities, and some are additionally secured with property tax guarantees to make up deficiencies in system revenues, the report said. But such guarantees are not a cure-all for declining waste stream revenues, Moody's said.

In cases where a private landfill or transfer station is seriously com-

peting for the same trash, any tax subsidies or additional funds from the county must be budgeted and implemented on a timely basis. This could result in funds being diverted from other public services or a reduction in the subsidy.

Moody's also questioned the validity of "contractual" forms of flow control—when a municipality guarantees waste deliveries to the county under an intermunicipal agreement or a contract.

Noting that two municipalities in Connecticut are disputing and partially withholding contractual payments to a regional solid waste

authority as a result of the *Carbone* decision, Moody's warned that a municipality's failure to fulfill its agreements may contribute to the weakening of the regional authority's bond rating.

If an acceptable flow control law (which at least would protect existing solid waste projects) is not enacted by Congress this year, Moody's said the delay could carry negative consequences for bond ratings on systems that have already experienced losses of waste or are vulnerable to substantial waste losses.

The Public Securities Associa-

tion has estimated that the *Carbone* ruling placed in jeopardy over \$20 billion of outstanding solid waste bonds.

NACo is urging counties with concerns about protecting outstanding debt and other financial obligations for solid waste projects to immediately contact their representatives. Members should be asked to strongly urge Representative Thomas Bliley (R-Va.), chairman of the House Commerce Committee, to act upon flow control legislation reported out of the Commerce, Trade and Hazardous Materials Subcommittee last month.

Appropriations

The House Appropriations Committee has made tentative allocations for each of its 13 subcommittees on the amount of discretionary funds available for FY96. The funding allocations will be further refined after Congress approves the budget resolution.

Based on these allocations, subcommittees have marked up appropriations bills. Three others are scheduled this week. Several of these bills will be scheduled for floor votes before the Independence Day recess, which starts June 30.

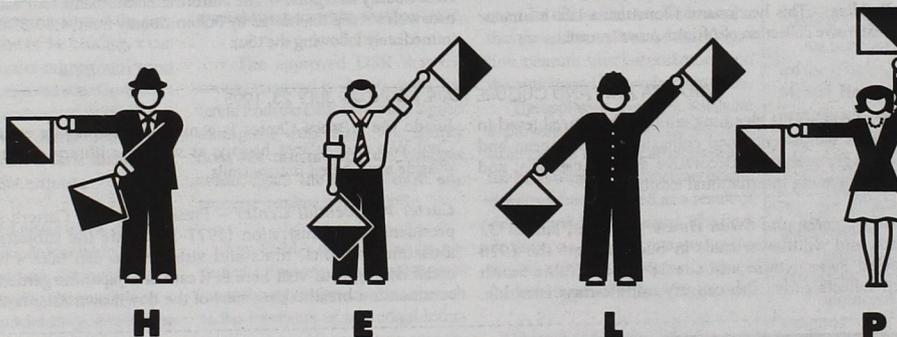
The subcommittee discretionary funding allocations are for both budget authority (or spending authority) and outlays. Outlays are estimated actual spending amount during FY96, while budget authority includes new obligations.

As reported previously in *County News*, estimated outlays are only slightly below the current-year numbers. Budget authority for domestic discretionary or non-military programs, however, will be cut by over \$23 billion. Most of the cuts will be in two appropriations bills.

The bill funding the department of Labor, Health and Human Services, and Education would be reduced by \$9.9 billion, or 14 percent. The bill is scheduled to be marked up in late July.

The bill funding the department of Veterans Affairs; Housing and Urban Development; and a number of independent agencies, including EPA and NASA, would be cut by \$8.7 billion, or 12 percent. The bill is scheduled to be marked up on June 22.

The only appropriation bill to receive a substantial increase in funding would be the military construction bill. Budget authority would be increased from \$8.8 billion to \$11.2 billion. Other defense spending would be frozen at \$24.3 billion. For the first time, total defense spending would be more than 50 percent of discretionary spending.



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A Public Service of
This Publication

Who are the customers for affordable housing?

By Rick Keister
project director

(Note: The HOME Project is the informal title given to the National Affordable Housing Training Institute (NAHTI). NAHTI, a non-profit organization, was created by NACo, along with seven other public interest groups, to provide technical assistance and training about the HOME Investment Partnership Program to the groups' members.)

Last year, HOME Project staff asked a cross section of county elected officials, "Who are the customers for affordable housing?" The answers were both predictable and surprising.

The predictable responses conjured up images of poverty, low income, subsidized housing, rental units in "projects." They are the same, often negative, stereotypes that every elected official faces when he or she grapples with the need for decent, affordable housing for their constituents.

But like any stereotype, the image is only partially in focus.

While it's true that most funds for the Department of Housing and Urban Development's HOME Investment Partnership Act do go to those who earn less than 50 percent of the median income in their communities, it is also true that customers for affordable housing are increasingly those people who have been victimized by economic circumstances.

They are those whose real income has leveled off or even gone down, while real estate markets have heated up. They are those who have suffered layoffs in the economic restructuring going on at home and abroad.

Arlington County, Va. lost a major Navy base with a potential loss of 10,000 jobs. Hudson County, N.J. lost nearly 8,000 jobs and saw its industrial base almost evaporate. Affordable housing has suddenly become a major concern to a whole new underclass caused by economic circumstances.

Arlington County has also felt

the impact of increased immigration which is going on nationally. More than 50 languages are spoken in Arlington County schools. Many

tant criteria is affordable housing as a basis for attracting suitable employees. States, cities and counties are more aware than ever before that a strategy for affordable housing is a significant ele-

have increasingly recognized the importance of affordable housing and the need to invest in communities as a way to stabilize neighborhoods and retain local tax bases.

Fannie Mae, the nation's largest private lending institution, committed \$10 billion in 1993 to finance mortgages for families with low and moderate income. By the end of that year, it had helped more than 226,000 families achieve affordable housing and home ownership under its initiative.

So, who are the customers of affordable housing? Low-income, underemployed individuals and families, yes. But also lower-middle-income individuals and families; service workers; the new, highly diverse immigrants; the elderly; the newly unemployed; businesses, bankers and developers; and elected officials as well.

County officials recognize that they have an important and unique leadership role to play. They can bring all elements of their communities to recognize this new, expanded understanding of the meaning of affordable housing.



The predictable responses conjured up images of poverty, low income, subsidized housing, rental units in "projects."

immigrants arrive with few resources and have become the newer customers of affordable housing.

Even for the elderly who wish to stay in the same house they have lived in for 40 or 50 years, it is more and more of a struggle.

Experience in Hudson County, N.J. suggests that 85 percent to 90 percent of older people want to remain in their homes. Gentrification, rising taxes and real estate prices threaten their futures.

On the flipside, so does economic expansion. When private companies look at communities as potential sites for location or relocation, an increasingly impor-

ment in planning for economic development.

Housing costs also skyrocket in communities which expand their tourism industry, especially when it's based on scenic natural attractions. The very workers who are needed to service tourism economies are being priced out of the housing markets.

In Aspen, Colo. for instance, service workers drive 50 or 60 miles across narrow mountain passes to Glenwood Springs to find decent affordable housing for their families.

In the private sector, the expanding need for affordable housing has not gone unnoticed. Developers and lending institutions

Consolidation of Charlotte-Mecklenburg County, North Carolina

(This is the third, in a series of five reprints from "Regionalism: The New Geography of Opportunity," by HUD Secretary Henry Cisneros. Cisneros has taken a firm stand on the need for communities to reconnect with their poorest citizens, advocating, among other actions, housing programs which move the more disadvantaged out of the ghetto and into suburban communities.)

While Cisneros' ideas for addressing poverty, especially as they call for suburban involvement, are controversial in some quarters, the examples of "people-regionalism" he provides in his essay are thought-provoking samples of unique government structures or programs. We invite your comments.)

The regional development of Charlotte, N.C. has combined strong economic growth and steady racial progress. In the 1980s, the gap between African American and white family incomes narrowed in the Charlotte area, while increasing nationally. Charlotte ranks third in housing integration among all major U.S. metropolitan areas with a large African American population.

The critical factors in the Charlotte area's success have been North Carolina's annexation laws (the most liberal in the nation since 1959); the court-ordered merger of the Charlotte-Mecklenburg County public schools in 1972; and the emergence of Charlotte as the nation's third-largest banking cen-

ter, which was due, in part, to the North Carolina Legislature's early permission for statewide branch banking.

Through annexation, Charlotte has grown from 30 square miles, tripled its population, and maintained average city incomes 22 percent above suburban levels. Within 10 to 15 years, however, Charlotte's annexations could end when the city's boundaries approach the agreed-upon spheres of influence of five smaller municipalities and the Mecklenburg County line.

To accelerate the unification process, Charlotte Mayor Richard Vinroot, the Charlotte City Council and the Mecklenburg County Commission have initiated a formal process to consolidate the city and county. A citizens commission appointed by both bodies is currently drafting a consolidation charter.

The city and county governments have already achieved a high degree of functional unification. They share a new government center and have a common planning commission and planning staff. Law enforcement agencies have been combined under city jurisdiction with the exception of the sheriff's court-support functions. Parks and recreation activities have been merged under the county. Both governments are continuing to pursue other functional mergers.

Formal consolidation will probably be voted on by area residents in November 1995. The five

smaller, independent municipalities can vote to opt out, which, given the precedents in Indianapolis, Jacksonville and Nashville, they will likely do. In effect, the

city-county consolidation represents Charlotte's final annexation and avoids a piecemeal takeover of Mecklenburg County in the next 10 to 15 years. A merged

Charlotte-Mecklenburg County will then be able to turn its energies to forging better functional compacts with neighboring counties.

FAIRFAX PROGRAM from page 7

the teens make decisions. "Part of becoming independent is making peace with your past, accepting who you are and who your family is even if it hasn't met your needs," says Malazo.

Malazo goes on to explain that the program looks for mentors who are flexible about their expectations and can wear many hats. They may be married, single, working, not working, or of any socioeconomic class. But they must have an extra room in their home and a "willingness to share their home and their time with a teen."

"Mentors also have to be open to learning," adds Mentor Roger Daniels, who says his role is to provide a consistent example, give encouragement and be supportive, while at the same time setting boundaries that help the mentee understand responsibility.

Mentees, who generally come to the program from group homes, are referred to the program coordinator by county social workers. Each teen must make a formal application to the program and undergo an interview with the coordinator who matches teens to mentors.

"During the interview, I try to

gather information about the teen's motivation," says Malazo. "I ask them, straight out, what they want out of the living situation and what they need."

When Malazo senses a match between a teen and a mentor, she arranges to take the teen to the mentor's home so that the prospective mentor and mentee may interview one another about what they expect from the living situation. If both parties agree to pursue the possibility of sharing a home, they set up a series of visits to discuss expectations further.

Teens also spend two full sleep-over weekends with the mentor before a final decision is made. And by the time the teen moves in, a contract, to which both mentor and mentee agree, has been signed. From then on, both parties attend monthly meetings with other mentors and mentees at the county's human development offices.

Since its inception in 1988, the Mentors for Life Program has placed 70 teens in private homes. Indicative of its success, Malazo says, is that through all those placements, the program has not seen a single "mentor bailout." But the true measure of the program's success may

lie in the small, but important lessons learned by its participants.

"My mentor has helped me understand that all adults have problems just like I do, but that they still can have time for me and be willing to listen to me," says mentee Patricia King, "and that it's okay for me to trust some of them."

Another teen, Tammie Klem, has also learned valuable lessons by participating in the program. "It has taught me some wonderful things about communication," she says. "From the background I had, there was no such thing as communication. I've learned a lot about communicating effectively. How to detach emotionally from a situation and deal with it in a logical manner."

But this program is about more than passing on skills. "I get a lot of joy in seeing someone develop, being a part of it, and being able to help," says mentor Roger Daniels, adding, "And it's nice for me as a single parent to come home from work at night and have someone ask how my day was. I like that."

(For more information, contact Mentors for Life Program Coordinator Sandy Malazo at 703/324-7726.)

Continued from page 10

1	Bonneville	3	Benton	1	Ellis	1	Marshall	1	Harford	6
1	Boundary	1	Black Hawk	4	Ellsworth	1	Menifee	1	Howard	6
3	Caribou	1	Boone	1	Finney	2	Montgomery	1	Kent	1
1	Cassia	1	Bremer	1	Franklin	1	Pendleton	1	Montgomery	24
1	Clark	1	Buena Vista	1	Graham	1	Perry	1	Prince George's	23
1	Clearwater	1	Calhoun	1	Grant	1	Pike	3	Queen Anne's	2
1	Custer	1	Cedar	2	Gray	1	Powell	1	Somerset	1
2	Franklin	1	Cerro Gordo	1	Hamilton	1	Pulaski	2	St. Mary's	3
3	Fremont	1	Cherokee	1	Harvey	1	Rowan	1	Talbot	1
1	Gem	1	Chickasaw	1	Haskell	1	Scott	1	Washington	4
1	Gooding	1	Clay	1	Jackson	1	Shelby	1	Wicomico	3
1	Idaho	1	Clayton	1	Jefferson	1	Union	1	Worcester	2
1	Jefferson	1	Clinton	2	Jewell	1	Warren	3	24 Counties	160 Votes
1	Latah	1	Crawford	1	Johnson	1	Wayne	1		
1	Lemhi	1	Decatur	1	Leavenworth	12	Webster	1	Massachusetts	
1	Lewis	1	Delaware	1	Linn	3		1	County	Votes
1	Lincoln	1	Dickinson	1	Logan	1		1	Barnstable	1
1	Madison	1	Dubuque	3	Lyon	1	Louisiana	1	Essex	1
2	Minidoka	1	Emmet	1	Marion	2	County	2	Hampshire	1
1	Nez Perce	1	Fayette	1	Marshall	1	Allen	1	Norfolk	1
1	Oneida	1	Floyd	1	McPherson	1	Ascension	2	4 Counties	4 Votes
3	Owyhee	1	Franklin	1	Meade	1	Avoyelles	2		
1	Payette	1	Fremont	1	Miami	1	Beauregard	1	Michigan	
1	Power	1	Greene	1	Mitchell	1	Bienville	1	County	Votes
1	Shoshone	1	Grundy	1	Montgomery	1	Bossier	3	Allegan	3
1	Teton	1	Hamilton	1	Morris	2	Caddo	8	Antrim	1
1	Twin Falls	1	Hancock	1	Morton	1	Calcasieu	6	Baraga	1
6	Valley	1	Henry	1	Nemaha	1	Catahoula	1	Benzie	1
2	Washington	1	Humboldt	1	Ness	1	East Baton Rouge	12	Berrien	6
1	35 Counties	42 Votes	Jackson	1	Norton	1	East Carroll	1	Charlevoix	1
2			Jefferson	1	Osage	1	Evangeline	2	Cheboygan	1
1			Johnson	4	Osborne	1	Grant	1	Chippewa	2
1			Jones	1	Ottawa	1	Iberia	3	Clinton	2
1	Illinois		Kossuth	1	Phillips	1	Iberville	1	Delta	2
1	County	Votes	Lee	2	Pottawatomie	1	Jefferson	15	Dickinson	1
1	Champaign	6	Linn	6	Pratt	1	Jefferson Davis	1	Eaton	3
2	Christian	2	Louisa	1	Rawlins	1	La Salle	1	Emmet	1
1	Cook	64	Lucas	1	Reno	2	Lafayette	6	Genesee	14
1	De Kalb	3	Lyon	1	Republic	1	Lincoln	2	Gogebic	1
6	De Witt	1	Mahaska	1	Rice	1	Madison	1	Grand Traverse	3
2	Du Page	25	Marshall	2	Riley	1	Natchitoches	2	Hillsdale	2
1	Iroquois	1	Monona	1	Rooks	1	Ouachita	3	Huron	2
2	Kane	10	Montgomery	1	Saline	2	Plaquemines	1	Ingham	9
1	Lake	17	Muscataine	2	Scott	1	Pointe Coupee	2	Iron	1
1	Macon	4	Osceola	1	Sedgwick	13	Rapides	5	Isabella	2
1	Madison	8	Palo Alto	1	Seward	1	Sabine	1	Jackson	5
1	Mason	1	Plymouth	1	Shawnee	6	St. Bernard	3	Kalamazoo	8
2	McHenry	6	Pocahontas	1	Stanton	1	St. Charles	2	Kent	16
1	McLean	5	Polk	11	Stevens	1	St. Helena	1	Lake	1
1	Peoria	6	Sac	1	Sumner	5	St. James	1	Lapeer	3
2	Piatt	1	Scott	5	Thomas	1	St. John the Baptist	2	Leelanau	1
1	St. Clair	9	Shelby	1	Trego	1	St. Martin	2	Lenawee	3
1	Tazewell	4	Sioux	1	Wabausee	1	Tensas	1	Livingston	4
1	Union	1	Story	3	Wallace	1	Terrebonne	4	Macomb	23
2	Washington	1	Tama	1	Washington	1	Union	1	Manistee	1
2	Will	12	Van Buren	1	Wichita	1	Vermilion	2	Menominee	1
1	Winnebago	8	Warren	2	Wyandotte	1	Vernon	2	Midland	3
1	22 Counties	195 Votes	Washington	1		6	Webster	2	Missaukee	1
1			Webster	2	73 Counties	119 Votes	West Baton Rouge	1	Monroe	5
1			Winnebago	1				1	Montcalm	2
1	Indiana		Winneshiek	1	Kentucky		40 Counties	110 Votes	Montmorency	1
1	County	Votes	Woodbury	4	County	Votes	Maine		Muskegon	5
1	Blackford	1	Worth	1	Allen	1	County	Votes	Newaygo	2
1	Boone	2	Wright	1	Boone	2	Hancock	2	Oakland	35
236 Votes	Elkhart	5		1	Bourbon	1	Lincoln	1	Oceana	1
	Hamilton	4	66 Counties	105 Votes	Boyle	1	Oxford	2	Ontonagon	1
	Hendricks	3			Breckinridge	1	Piscataquis	1	Osceola	1
	La Porte	4	Kansas		Butler	1	4 Counties	6 Votes	Otsego	1
	Lake	15	County	Votes	Campbell	3			Ottawa	6
	Madison	5	Anderson	1	Clark	1	Maryland		Saginaw	7
	Marion	26	Atchison	1	Daviess	3	County	Votes	Shiawassee	3
	Newton	1	Barber	1	Edmonson	1	Allegany	3	St. Clair	5
	Owen	1	Barton	1	Franklin	2	Anne Arundel	14	Washtenaw	9
	Parke	1	Bourbon	1	Garrard	1	Baltimore	22	Wayne	64
	Pike	1	Butler	2	Grant	1	Baltimore City	24	Wexford	1
	Vanderburgh	6	Cherokee	1	Harlan	2	Calvert	2	51 Counties	278 Votes
	Warren	1	Cloud	1	Harrison	1	Caroline	1		
	Wayne	3	Coffey	1	Jefferson	21	Carroll	4	Minnesota	
	16 Counties	79 Votes	Comanche	1	Kenton	5	Cecil	3	County	Votes
			Crawford	2	Lawrence	1	Charles	4	Aitkin	1
			Decatur	1	Lincoln	1	Dorchester	1	Anoka	8
	Iowa		Dickinson	1	Livingston	1	Frederick	5		
	County	Votes	Douglas	3	Lyon	1	Garrett	1		
	Adair	1	Edwards	1						
	Allamakee	1								

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Becker	1	Bolivar	2	Chouteau	1	White Pine	1	Steuben	4
Beltrami	2	Calhoun	1	Custer	1	17 Counties	50 Votes	Suffolk	42
Benton	1	Claiborne	1	Dawson	1			Sullivan	3
Big Stone	1	Covington	1	Deer Lodge	1	New Hampshire		Ulster	6
Blue Earth	2	De Soto	3	Fallon	1	County		Westchester	28
Brown	1	Forrest	3	Fergus	1	Belknap	2	24 Counties	285 Votes
Carlton	1	Grenada	1	Flathead	2	Carroll	2		
Carver	2	Harrison	6	Gallatin	2	Coos	2	North Carolina	
Cass	1	Hinds	8	Glacier	1	Grafton	1	County	Votes
Chippewa	1	Humphreys	1	Granite	1	Merrimack	2	Alamance	4
Chisago	1	Jackson	4	Hill	1	Rockingham	2	Alexander	1
Clay	2	Jasper	1	Jefferson	1	Stafford	2	Alleghany	1
Clearwater	1	Jefferson Davis	1	Lewis and Clark	2	Sullivan	2	Anson	1
Cook	1	Jones	2	Lincoln	1	8 Counties	16 Votes	Ashe	1
Cottonwood	1	Lauderdale	3	Madison	1			Avery	1
Crow Wing	2	Leflore	2	McCone	1	New Jersey		Beaufort	2
Dakota	9	Madison	2	Meagher	1	County	Votes	Bertie	1
Dodge	1	Monroe	2	Missoula	3	Atlantic	8	Bladen	1
Douglas	1	Montgomery	1	Musselshell	1	Burlington	13	Brunswick	2
Faribault	1	Panola	1	Park	1	Cape May	3	Buncombe	6
Fillmore	1	Pearl River	2	Phillips	1	Cumberland	5	Burke	3
Freeborn	2	Perry	1	Powell	1	Gloucester	8	Cabarrus	4
Goodhue	2	Quitman	1	Ravalli	1	Hudson	18	Caldwell	3
Hennepin	33	Rankin	3	Richland	1	Mercer	11	Camden	1
Houston	1	Scott	1	Roosevelt	1	Middlesex	22	Carteret	2
Hubbard	1	Sharkey	1	Rosebud	1	Monmouth	18	Caswell	1
Isanti	1	Simpson	1	Sanders	1	Ocean	14	Catawba	4
Itasca	2	Sunflower	2	Sheridan	1	Somerset	8	Chatham	2
Jackson	1	Tate	1	Stillwater	1	Union	16	Cherokee	1
Kanabec	1	Union	1	Teton	1	12 Counties	144 Votes	Chowan	1
Kandiyohi	2	Warren	2	Toole	1			Clay	1
Koochiching	1	Washington	3	Wibaux	1	New Mexico		Cleveland	3
Lac Qui Parle	1	Wayne	1	Yellowstone	4	County	Votes	Columbus	2
Lake	1	Yazoo	1	38 Counties	48 Votes	Bernalillo	16	Craven	3
Lake of the Wood	1	35 Counties	69 Votes	Nebraska		Catron	1	Cumberland	9
Le Sueur	1	Missouri		County	Votes	Cibola	1	Currituck	1
Lincoln	1	County	Votes	Banner	1	Colfax	1	Dare	1
Lyon	1	Audrain	1	Boone	1	Curry	2	Davidson	4
Martin	1	Benton	1	Buffalo	2	De Baca	1	Davie	1
McLeod	2	Boone	4	Cass	1	Dona Ana	5	Duplin	2
Meeker	1	Buchanan	3	Cherry	1	Eddy	2	Durham	6
Morrison	1	Cape Girardeau	2	Cuming	1	Grant	1	Edgecombe	2
Mower	2	Carter	1	Custer	1	Lincoln	1	Forsyth	9
Murray	1	Chariton	1	Dawson	1	Los Alamos	1	Franklin	2
Nicollet	1	Clay	5	Douglas	14	Luna	1	Gaston	6
Nobles	1	Clinton	1	Hall	2	McKinley	2	Gates	1
Norman	1	Cooper	1	Hall	1	Mora	1	Graham	1
Olmsted	4	Crawford	1	Harlan	1	Otero	2	Granville	2
Pennington	1	Dallas	1	Holt	1	Quay	1	Greene	1
Pine	1	Dent	1	Howard	1	Rio Arriba	2	Guilford	11
Pipestone	1	Franklin	3	Keith	1	San Juan	3	Halifax	2
Polk	2	Henry	1	Nemaha	1	San Miguel	1	Harnett	3
Ramsey	16	Iron	1	Otoe	1	Sandoval	2	Haywood	2
Red Lake	1	Jefferson	6	Phelps	1	Santa Fe	4	Henderson	3
Redwood	1	Laclede	1	Saline	1	Sierra	1	Hertford	1
Renville	1	Lewis	1	Saunders	1	Socorro	1	Hoke	1
Rice	2	Lincoln	1	Scotts Bluff	2	Taos	1	Hyde	1
Rock	1	Macon	1	Seward	1	Torrance	1	Iredell	3
Roseau	1	Marion	1	Sioux	1	Union	1	Jackson	1
Scott	2	Monroe	1	Stanton	1	Valencia	2	Johnston	3
Sherburne	2	Oregon	1	Washington	1	27 Counties	58 Votes	Jones	1
Sibley	1	Osark	1	Wayne	1			Lee	2
St. Louis	7	Pery	1	26 Counties	42 Votes	New York		Lenoir	2
Stearns	4	Phelps	2			County	Votes	Lincoln	2
Steele	1	Putnam	1	Nevada		Broome	7	Macon	1
Stevens	1	Randolph	1	County	Votes	Cattaraugus	3	Madison	1
Todd	1	Ray	1	Carson City	2	Clinton	3	Martin	1
Traverse	1	Reynolds	1	Churchill	1	Dutchess	9	McDowell	2
Wabasha	1	St. Charles	7	Clark	24	Erie	31	Mecklenburg	17
Waseca	1	St. Louis	32	Douglas	1	Essex	2	Mitchell	1
Washington	5	Taney	1	Elko	2	Greene	2	Montgomery	1
Watonwan	1	Texas	1	Esmeralda	1	Hamilton	1	Moore	2
Wilkin	1	Washington	1	Eureka	1	Jefferson	4	Nash	3
Winona	2	36 Counties	91 Votes	Humboldt	1	Monroe	23	New Hanover	4
Wright	3	Montana		Lander	1	Nassau	41	Northampton	5
Yellow Medicine	1	County	Votes	Lincoln	1	New York City	26	Onslow	1
78 Counties	174 Votes	Beaverhead	1	Lyon	1	Onondaga	15	Orange	3
Mississippi		Blaine	1	Mineral	1	Orange	10	Pamlico	1
County	Votes	Broadwater	1	Nye	1	Oswego	4	Pasquotank	1
Adams	2	Carbon	1	Pershing	1	Rensselaer	5	Pender	1
		Cascade	3	Storey	1	Rockland	9	Perquimans	1
				Washoe	9	Schenectady	5		
						Seneca	2		

Continued from page 13

Lipscomb	1	Bath	1	Grant	2
Live Oak	1	Bedford	2	Grays Harbor	3
Loving	1	Botetourt	1	Island	2
Madison	1	Brunswick	1	Jefferson	1
Marion	1	Buckingham	1	King	48
Martin	1	Campbell	2	Kitsap	6
Mason	1	Caroline	1	Kittitas	1
McCulloch	1	Charles City	1	Klickitat	1
McMullen	1	Charlotte	1	Lewis	2
Medina	1	Chesterfield	7	Lincoln	1
Milam	1	Clarke	1	Mason	2
Moore	1	Craig	1	Okanogan	2
Morris	1	Culpeper	1	Pacific	1
Navarro	2	Dickenson	1	Pend Oreille	1
Newton	1	Essex	1	Pierce	19
Nueces	10	Fairfax	26	San Juan	1
Palo Pinto	1	Franklin	2	Skagit	3
Panola	1	Frederick	2	Skamania	1
Parker	3	Giles	1	Snohomish	15
Parmer	1	Gloucester	1	Spokane	12
Presidio	1	Goochland	1	Stevens	1
Robertson	1	Grayson	1	Thurston	6
Runnels	1	Greensville	1	Wahkiakum	1
San Patricio	2	Hanover	2	Walla Walla	2
Scurry	1	Henrico	7	Whatcom	5
Shackelford	1	Henry	2	Whitman	2
Taylor	4	Isle of Wight	1	Yakima	6
Terrell	1	James City	2	39 Counties	174 Votes
Terry	1	King and Queen	1	West Virginia	
Tyler	47	King George	1	County	Votes
Upton	1	King William	1	Brooke	1
Val Verde	2	Lancaster	1	Clay	1
Washington	1	Lee	1	Grant	1
Webb	5	Loudoun	3	Hancock	2
Wharton	2	Louisia	1	Jefferson	2
Wilbarger	1	Lunenburg	1	Marion	2
Willacy	1	Mathews	1	Marshall	2
Williamson	5	Montgomery	3	Mercer	3
Yoakum	1	Nelson	1	Mingo	2
Zavala	1	New Kent	1	Monongalia	3
95 Counties	380 Votes	Northampton	1	Ohio	2
Utah		Nottoway	1	Pleasants	1
County	Votes	Patrick	1	Raleigh	3
Beaver	1	Pittsylvania	2	Tucker	1
Box Elder	2	Powhatan	1	Wayne	2
Cache	3	Prince Edward	1	Wyoming	1
Carbon	1	Prince George	1	16 Counties	29 Votes
Daggett	1	Prince William	7	Wisconsin	
Davis	6	Pulaski	2	County	Votes
Duchesne	1	Rappahannock	1	Adams	1
Emery	1	Richmond	1	Ashland	1
Garfield	1	Roanoke	3	Barron	2
Grand	1	Rockbridge	1	Bayfield	1
Iron	1	Rockingham	2	Brown	7
Juab	1	Russell	1	Buffalo	1
Kane	1	Scott	1	Burnett	1
Millard	1	Shenandoah	1	Clark	1
Piute	1	Smyth	2	Dane	12
Rich	1	Spotsylvania	2	Dodge	3
Salt Lake	23	Stafford	2	Douglas	2
San Juan	1	Surry	1	Dunn	2
Sanpete	1	Sussex	1	Eau Claire	3
Sevier	1	Warren	1	Forest	1
Summit	1	Westmoreland	1	Jackson	1
Tooele	1	Wise	2	Jefferson	3
Uintah	1	Wythe	1	Juneau	1
Utah	9	York	2	Kenosha	5
Wasatch	1	72 Counties	144 Votes	La Crosse	4
Washington	2	Washington		Lafayette	1
Wayne	1	County	Votes	Langlade	1
Weber	5	Adams	1	Lincoln	1
28 Counties	71 Votes	Asotin	1	Manitowoc	3
Virginia		Benton	4	Marathon	4
County	Votes	Chelan	2	Marinette	2
Accomack	1	Clallam	2	Marquette	1
Albemarle	3	Clark	8	Menominee	1
Alleghany	1	Columbia	1	Milwaukee	31
Arlington	6	Cowlitz	3	Oconto	1
Augusta	2	Douglas	3	Outagamie	5
		Ferry	1	Portage	2
		Franklin	2	Price	1
		Garfield	1		

Racine	6	Fremont	2
Richland	1	Goshen	1
Sauk	2	Hot Springs	1
Sheboygan	4	Johnson	1
Taylor	1	Laramie	3
Trempealeau	1	Lincoln	1
Vilas	1	Natrona	2
Walworth	3	Niobrara	1
Waukesha	10	Park	1
Waushara	1	Platte	1
Winnebago	5	Sheridan	1
43 Counties	141 Votes	Sublette	1
Wyoming		Sweetwater	2
County	Votes	Teton	1
Albany	1	Uinta	1
Big Horn	1	Washakie	1
Campbell	1	Weston	1
Carbon	1	23 Counties	28 Votes
Converse	1	1,729 Total Counties	
Crook	1	5,938 Total Votes	

State	Counties	Votes
Alabama	59	149
Alaska	4	7
Arizona	12	30
Arkansas	28	52
California	36	460
Colorado	49	118
Delaware	3	22
Florida	45	394
Georgia	109	236
Hawaii	4	37
Idaho	35	42
Illinois	22	195
Indiana	16	79
Iowa	66	105
Kansas	73	119
Kentucky	36	72
Louisiana	40	110
Maine	4	6
Maryland	24	160
Massachusetts	4	4
Michigan	51	278
Minnesota	78	174
Mississippi	35	69
Missouri	36	91
Montana	38	48
Nebraska	26	42
Nevada	17	50
New Hampshire	8	16
New Jersey	12	144
New Mexico	27	58
New York	24	285
North Carolina	100	256
North Dakota	41	48
Ohio	51	297
Oklahoma	20	65
Oregon	35	105
Pennsylvania	39	287
South Carolina	34	110
South Dakota	39	45
Tennessee	33	106
Texas	95	380
Utah	28	71
Virginia	72	144
Washington	39	174
West Virginia	16	29
Wisconsin	43	141
Wyoming	23	28
Total	1,729	5,938

County officials hit the books for better government

By Sharon Lawrence
research director



For county officials in a number of states, education is a year-round event.

School may be out for most students across America, but for county officials in a number of states, education is a year-round event.

A recent review of state statutes revealed that several states require some of their key elected officials (i.e., county executive, governing body member, auditor, clerk, tax collector or treasurer) to participate in either a continuing education program or a one-time training session.

In some instances, failure to meet these educational mandates may result in the county official's "expulsion" from office.

Georgia

Before they take office, governing body members and the chief executive officer of Georgia counties, for example, are required by state law "to attend a course of training and education on matters pertaining to the administration and operation of county government."

The Georgia County Leadership Academy was created to design, implement and administer this training program, which must include at least 18 hours of courses on "local government finance and budgeting; methods of taxation; planning; public works and utilities; parks and recreation; environmental management; public safety, health and welfare; personnel management; responsiveness to the community; the ethics, duties, and responsibilities of members of a county governing authority or a chief executive officer; and such other matters as may be deemed necessary and appropriate by the academy."

After their first year in office, Georgia tax commissioners and tax collectors also must meet statutory education requirements. They must attend "15 hours of training classes annually on county taxation and related matters." Individuals failing to meet these statutory requirements, "without good cause such as sickness or other emergency," may be removed from office by the governor.

Oklahoma

Since 1982, all Oklahoma county commissioners, clerks and treasurers (and their deputies) have been bound by state law to complete training programs and educational seminars as directed by the Commission on County Government Personnel Education and Training.

Texas

Texas also has been active in directing its row officials to participate in continuing education programs designed to enhance the performance of their official duties.

During each full term of office, tax collectors of counties with more than one million residents are re-

quired by state law to finish 64 or more hours of classroom instruction on subjects "that relate to the duties of the office." As in Georgia, failure to meet these requirements would constitute grounds for removal from office.

By rule, the state Board of Tax Professionals shall adopt rules for certification and recertification of covered individuals. Tax collectors must attain certification as a registered collector within three years after their initial registration.

To retain their positions, auditors must complete at least 40 hours of classroom instruction "in courses relating to the duties of the county auditor and accredited by the Texas State Board of Public Accountancy as continuing professional education credits for certified public accountants."

For purposes of removal from office for incompetence, failure to meet this statute's educational requirements constitutes grounds for a finding of incompetence.

Within one year from the date they take office, Texas county treasurers must finish a course of instruction on the performance of their public duties.

At least one time in each 24-month period, each treasurer must complete a continuing education course on the performance of the duties of county treasurer.

To meet the directives of the statutes, the courses must include at least 20 hours of classroom instruction at an accredited public institution of higher education. Again, individuals who fail to meet these training mandates may be deemed incompetent by law and removed from office.

Illinois

Finally, Illinois county auditors have been required since 1991 to obtain at least 20 hours of "continuing professional education related to the operation of the auditor's office" annually.

In some states, county officials are strongly encouraged, but not required, to further their education.

Alabama

During the 1994 legislative session, Alabama state lawmakers approved a voluntary continuing education program for county commissioners elected after June 1, 1994.

The Alabama Local Governing Training Institute was established to oversee this initiative.

As provided by law, the course of instruction is to include "at least 50 hours on matters pertaining to the administration and operations of county government." That shall include, but not be limited to, instruction on "local government operations, finance and budgeting; planning; public works and utilities; environmental management; personnel management; responsiveness to the community; ethics, duties and responsibilities of members of the county commission; and all other matters deemed necessary and appropriate by the board [of directors of the training institute]."

The required course work may be offered "by any four-year institution of higher education located in Alabama." The statute gives the board the authority to grant "awards, degrees, diplomas or other forms of recognition for successful completion of its programs."

Florida

Florida lawmakers opted to go beyond merely encouraging continuing education to providing positive rewards for its completion. Tax collectors who meet "the requirements of the Department of Revenue" and have been designated a "certified Florida tax collector" receive an additional \$2,000 in annual compensation.

To be eligible for this salary supplement, the department's training and certification requirements must be met within four years of the collector's election. To remain certified, the official also must complete an annual course of continuing education as prescribed by the department.

Missouri

To encourage continuing education by county treasurers, Missouri state law allows the governing body of non-charter, first-class counties and all second-class counties to authorize a salary supplement for treasurers. That supplement is capped at \$24,000 annually for officials in first-class counties and \$20,000 for treasurers in second-class counties.

Treasurer ex officio collectors may receive an additional \$2,000 in compensation if they complete at least 20

hours of classroom instruction annually on matters "relating to the operations of the treasurer ex officio collector's office." That training must be approved by the professional association of Missouri county treasurers.

Certificates of completion must be issued by the association, which also is directed, by law, to send a list of certified treasurer ex officio collectors to the county commission of each county.

Tennessee

In Tennessee, a certificate program for county officials is operated by the University of Tennessee's Center for Government Training, with the assistance of the County Technical Assistance Service, the Tennessee County Services Association and the County Officials Association of Tennessee. Training is provided to trustees (trustees in the state function as treasurers and tax collectors), clerks, county executives, and governing body members and their staffs.

Introductory, intermediate and advanced levels of training are provided. Upon the completion of all three levels, state law says the participant shall have accumulated at least 115 credit hours or "related association involvement."

At the introductory level, a maximum of eight credits may be earned for participation in association activities. State law declares that the courses shall be the same for all officials and shall include a course on county budgeting and one on supervisory/management skills.

The advanced level includes a mandatory 14-hour "roundtable discussion of the intergovernmental is-

ssues affecting counties in particular and the way the management knowledge gained through the county officials certificate training program can be applied, as well as the participation in a real-life case study exercise to identify a specific problem/opportunity in the office, discussing with other roundtable participants the manner in which the participant would address the problem or opportunity with skills learned in the county officials certificate training program."

Arkansas

Arkansas also has set forth in state law a voluntary continuing education program for county and circuit clerks and county treasurers and collectors. Furthermore, the Illinois comptroller, in consultation with his/her local government advisory board, is required by statute to establish and conduct a training program for county treasurers.

Individuals completing the program receive a certificate attesting to that fact. (No directives for course content, however, are listed in the statute.)

In the event that an official fails to complete this course satisfactorily, the comptroller is required by law to notify the governing body for the county that individual serves.

Given recent developments in the investment programs of several public entities around the country, these may not be the only continuing education requirements for long. A bill now pending before the Ohio House, HB 34, would establish continuing education requirements for county auditors and treasurers.

In Tennessee, trustees perform the duties typically assigned to treasurers and tax collectors.

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THURSDAY, JULY 20

11 a.m.-2 p.m.
Water Quality Subcommittee

3 p.m.-6 p.m.
Environment, Energy and Land Use Steering Committee Leadership

7:30 p.m.-9:30 p.m.
NACRC Member Reception

12:30 p.m.-2:30 p.m.
NACHSA

1 p.m.-2 p.m.
Legislative Subcommittee

1 p.m.-2:30 p.m.
Capital Financing Policy Subcommittee
World Trade and Food Safety Subcommittee
NACCED Economic Development Committee

4 p.m.-6 p.m.
NACCED Board of Directors

4:15 p.m.-5:15 p.m.
NACTEP Issues Committee

4:30 p.m.-5:30 p.m.
Juvenile Justice Subcommittee

5 p.m.-7 p.m.
Sustainable Development Task Force

5:30 p.m.-6:30 p.m.
Policy Coordinating Committee

Recording/Land Records Committees

10 a.m.-Noon
NACIO Board of Directors

10 a.m.-1 p.m.
Labor and Employee Benefits Steering Committee

10:30 a.m.-Noon
Immigration and Refugee Subcommittee
Joint Economic Development Meeting: Community and Economic Development Steering Committee and NACCED

FRIDAY, JULY 21

8 a.m.-9 a.m.
NACTEP Planning Committee

8 a.m.-10 a.m.
NACHRA

8:15 a.m.-8:45 a.m.
Credentials Committee

8:30 a.m.-11:30 a.m.
Air Quality Subcommittee

8:30 a.m.-Noon
NACRC Motivational and Management Training Workshop

9 a.m.-10 a.m.
NACTEP Membership Task Force
NACTEP Organizational Resources Committee

9 a.m.-10:30 a.m.
NACCED Community Development Committee

9 a.m.-11 a.m.
Member Programs and Services Committee

9 a.m.-1 p.m.
NACo Financial Services Center Board of Directors and Advisory Committee

9 a.m.-4 p.m.
Visionary Leadership Seminar

9 a.m.-5 p.m.
NACBHD
NACTFO Workshop: Diversity and Sexual Harassment

10 a.m.-11 a.m.
Federal Land Management Subcommittee

10:15 a.m.-11:15 a.m.
NACTEP Rural Affairs Committee

10:30 a.m.-Noon
NACCED Housing Committee

11 a.m.-Noon
Public Interest Subcommittee

11 a.m.-5 p.m.
Information Technology Committee

11:30 a.m.-12:30 p.m.
NACTEP Legislative Task Force

Noon-1 p.m.
Governance Subcommittee

Noon-3 p.m.
Energy Subcommittee

12:30 p.m.-2 p.m.
Highway Subcommittee

1 p.m.-3 p.m.
Emergency Management Subcommittee

1 p.m.-5 p.m.
NACS Annual Meeting

1:30 p.m.-4 p.m.
NACRC Motivational and Management Training

1:45 p.m.-2:45 p.m.
NACTEP Conference Committee

2 p.m.-3 p.m.
Community Stability Subcommittee
Aviation Subcommittee

2 p.m.-3:30 p.m.
NOBCO Board of Directors

2:30 p.m.-3:30 p.m.
NACCED Program Support Committee

2:30 p.m.-4 p.m.
Welfare and Social Services Subcommittee
Intergovernmental Fiscal Policy Subcommittee
Rural Development Subcommittee

2:30 p.m.-4:30 p.m.
Radon/Indoor Air Advisory Committee

2:30 p.m.-5:30 p.m.
NACE Board of Directors and Business Meeting

3 p.m.-4 p.m.
NACTEP Communications Committee
Mass Transit-Railroad Subcommittee

3 p.m.-5 p.m.
NACCED Program Support Committee
Economic Conversion Subcommittee

3:15 p.m.-4:30 p.m.
Courts and Corrections Subcommittee

3:30 p.m.-4 p.m.
NACCED Membership Committee

3:30 p.m.-4:45 p.m.
HIV/AIDS Subcommittee

3:30 p.m.-5 p.m.
Federal Land Payments Subcommittee
NABCO Executive Committee

3:30 p.m.-6:30 p.m.
Land Use and Growth Management Subcommittee

4 p.m.-5 p.m.
Telecommunications Subcommittee

4 p.m.-5:30 p.m.
Aging Subcommittee
County Fiscal Policy Subcommittee
Agriculture Subcommittee

SATURDAY, JULY 22

7 a.m.-9 a.m.
Colorado Counties, Inc. Breakfast

8 a.m.-10 a.m.
NACHRA

8:30 a.m.-10 a.m.
NACHFA
NACRC Administration/Records Management Committees

8:30 a.m.-10:15 a.m.
Joint Housing Committee: Community and Economic Development Steering Committee and NACCED

8:30 a.m.-10:30 a.m.
NACBHD

8:30 a.m.-3 p.m.
NACA Idea Exchange

8:30 a.m.-5 p.m.
NACo Deferred Compensation Advisory Committee

8:45 a.m.-10 a.m.
Medicaid and Indigent Care Subcommittee

8:45 a.m.-4 p.m.
Words of Wisdom for Newly Elected Officials

9 a.m.-10:30 a.m.
Education, Children and Families Subcommittee
NACTEP Board of Directors

9 a.m.-11:30 a.m.
NACTFO Workshop: Power and Influence

9 a.m.-Noon
Solid and Hazardous Waste Subcommittee
Agriculture and Rural Affairs Steering Committee
Transportation and Telecommunications Steering Committee

9 a.m.-12:30 p.m.
Justice and Public Safety Steering Committee
Western Interstate Region Board of Directors

10 a.m.-11 a.m.
Nominating Committee

10 a.m.-11:15 a.m.
Long-Term Care, Home Health and Medicare Subcommittee

10 a.m.-11:30 a.m.
NACP General Session and Discussion Panel
NACRC Elections Administration and

10:30 a.m.-12:30 p.m.
Coastal Watershed Advisory Committee

11:15 a.m.-12:30 p.m.
Mental Health, Substance Abuse and Disabilities Subcommittee

11:30 a.m.-Noon
NACTFO Workshop: Orange County — Financial Effects

Noon-1:30 p.m.
NABCO Business Roundtable

Noon-2 p.m.
NACTEP Board of Directors Luncheon

12:30 p.m.-1:30 p.m.
Public and Environmental Health Subcommittee

1 p.m.-2:30 p.m.
NACRC Workshop: Violence in the Workplace

1 p.m.-3 p.m.
Research and Technology Focus Group
State Associations Research Staff

1 p.m.-4 p.m.
Human Services and Education Steering Committee
Labor and Employee Benefits Steering Committee
NACE Research Committee

1 p.m.-5 p.m.
Environment, Energy and Land Use Steering Committee
NACS Annual Meeting

1:15 p.m.-2:45 p.m.
NACIO Roundtable Discussion

1:45 p.m.-3:15 p.m.
NABCO Business Roundtable Workshop

2 p.m.-5 p.m.
Community and Economic Development Steering Committee
Health Steering Committee
Intergovernmental Relations Steering Committee
Taxation and Finance Steering Committee
Public Lands Steering Committee
Employment Steering Committee

2:30 p.m.-5 p.m.
NACRC Board of Directors and General Session

3 p.m.-4:30 p.m.
Hearing on Presidential Appointments to the NACo Board of Directors

Continued on next page

NACo's 60th Annual Conference Schedule

Continued from previous page

State Association Communicators Roundtable
 4:30 p.m.-6 p.m.
 County Commissioners Association of Ohio Caucus
 5:30 p.m.-6:30 p.m.
 Policy Coordinating Committee
 6 p.m.-9:30 p.m.
 NACRC Special Event
 6:30 p.m.-7:30 p.m.
 Iowa State Association of Counties Reception
 9 p.m.-Midnight
 National Association of Black County Officials 20th Anniversary Event

SUNDAY, JULY 23

7:30 a.m.-8:30 a.m.
 NCRCO Executive Committee Breakfast
 7:30 a.m.-9 a.m.
 Member Programs and Services Committee
 7:45 a.m.-8:45 a.m.
 North Carolina Association of County Commissioners Caucus
 8 a.m.-9 a.m.
 WON Executive Committee
 9 a.m.-10:45 a.m.
 Opening General Session
 11 a.m.-12:30 p.m.
 NACA Executive Board
 11 a.m.-12:30 p.m.
 Great Lakes Council of County Associations

Workshops

11 a.m.-12:30 p.m.
 Starting Points: Meeting the Needs of Our Youngest Children
 County-Led Watershed Programs — Success Stories
 Sustainable Development: Reality Check for Counties
 The New Realities of Managing Counties in the 1990s
 A County Official With a Cause: Tips for Effective Congressional Visits
 Who Is Responsible for Investing Public Funds?
 Welfare Reform: Programs That Make Work Pay
 Medicaid Managed Care: What Does the Future Hold for Counties?
 Who Will Build the Information Superhighway for Your County?
 InfoRamp: Bringing the Information Superhighway to Your County
 Implementing the New Unfunded Mandate Reform Act: What It Means for Counties
 How to Instill a Customer Service Orientation Into County Government
 Youth Job Training: Where Do We Go From Here?
 Every Breath You Take: Air Pollution Health Effects and Remedies
 11:30 a.m.-2 p.m.
 NACRC Luncheon

Noon-1 p.m.
 NACPRO Executive Committee

12:30 p.m.-1:30 p.m.
 WON Luncheon

1 p.m.-2 p.m.
 NACCA Business Meeting

Noon-2:30 p.m.
 NACIRO

1:30 p.m.-3 p.m.
 NACo Board of Directors Sitting as Resolutions Committee
 NACA Annual Meeting

1:30 p.m.-4:30 p.m.
 NACPRO Board of Directors

Workshops

1:45 p.m.-3:15 p.m.
 Kids Having Kids: Combating Teen Pregnancy
 ISTE: Preparing for the Future
 Combating Elder Abuse
 Protecting the Environment and Saving Money Through Pollution Prevention
 Addressing the Overtime Pay Problem
 Polishing Your Image 'Til It Shines Brightly
 A Primer on Economic Development
 Deferred Compensation: From Wealth to Withdrawal — Making the Right Choices for Your Retirement
 101 Ways to Involve Citizens in County Government: Volunteer Programs That Work
 EDI: The County's Connection to the Future
 Reaching Common Objectives with New Partners
 ADA Compliance Tools and Lessons: Minimizing Costs, Maximizing Benefits — Part I
 2 p.m.-4 p.m.
 NABCO General Session and Election of Officers

2 p.m.-5 p.m.
 NACTFO Board of Directors

3 p.m.-4:30 p.m.
 Wisconsin Counties Association Caucus

3:30 p.m.-5 p.m.
 NACA Professional Development Seminar

Workshops

3:30 p.m.-5 p.m.
 Full-Service Schools: Forging a New Partnership Between County Agencies and School Systems
 Visioning: The Process for a Sustainable Future
 Resolving Sexual Harassment Claims Through Mediation and Arbitration
 ADA Compliance Tools and Lessons Learned: How ADA Can Work for You and Your County — Part II
 Funding Job Training: Will Efforts to Balance the Budget Eliminate Funding for Job Training?
 Human Resource Management: Great Liabilities/Great Opportunities — Part I
 Intergovernmental Cooperation for Metropolitan-Wide Affordable Housing Strategies
 Open Information Systems: Risk and Reward
 Geographic Information: Expanded Opportunities

How to Handle the Heat When the Kitchen Gets Too Hot — Communication Skills for County Leaders
 A Different Census: The Re-Engineered 2000 Census and County Decision-Makers
 Rural Solid Waste Management: Issues and Solutions
 Managing the County Treasury

6 p.m.-7 p.m.
 NACPRO Reception

6:30 p.m.
 Conference-Wide Event: "Underground Extravaganza"

7 p.m.-10 p.m.
 NACPRO Awards Banquet

MONDAY, JULY 24

7:30 a.m.-8:30 a.m.
 Tennessee County Services Association
 Nevada Association of Counties Breakfast

7:30 a.m.-9 a.m.
 New Jersey Association of Counties
 County Commissioners Association of Pennsylvania

New Mexico Association of Counties
 Breakfast

United Counties Council of Illinois
 Breakfast

Texas Association of Counties Breakfast

7:30 a.m.-9:30 a.m.
 Utah Association of Counties Breakfast

9 a.m.-Noon
 Second General Session

Noon-1:30 p.m.
 Large Urban County Caucus
 Washington State Association of Counties/
 Washington Association of County Officials Caucus

12:15 p.m.-1:30 p.m.
 Exhibit Hall Luncheon
 NCECE Business Meeting and Luncheon

1 p.m.-4:30 p.m.
 NACRC Fulton County Tour

Workshops

1:45 p.m.-3:15 p.m.
 Oregon Benchmarks: Setting New Standards for Measuring Progress and Governmental Performance
 Roads and Bridges: Rural America's Infrastructure
 Management Tools and Financing
 Watershed Management
 County Planner Superstars: Innovative Planning
 Affirmative Action: Will Hiring Goals and Set-Aside Programs Be Continued?
 Reforming County Corrections Without Losing the Election
 Pushing Electrons, Not People: Real-Life, County-Based Information Highway Models
 Reorganizing the Nation's Job Training System: The Impact on Adult Job Training Programs
 Volunteer Management: When a Disaster Strikes, Is Your County Ready?
 If Public Service Is an Honorable Profession, Why Do I Feel So Beat Up?
 Leading With a Purpose
 NCECE Roundtable Discussion

How Do You Spell Epidemiology or Surveillance? CDC: An Inside Look at an Agency Affecting Everyone in Your County

Gain Without Pain: Paths to Slashing County Energy Costs
 The HOME Program: An Affordable Housing Program You Can't Afford to Miss

2 p.m.-5 p.m.
 NACo/NACoRF Boards of Directors
 NACTEP Workshop: The Journey to Excellence Continues

Workshops

3:30 p.m.-5 p.m.
 Mobilizing Communities for Children: The Oregon Experience
 Maximizing the Matchup: Transportation and Economic Development
 Managing Growth: Tools for Counties
 Catalytic Leadership: Achieving Results
 Truth in Sentencing
 Tele-Health Links in Rural America
 Human Resource Management: Great Liabilities/Great Opportunities Part II
 Confronting Change and Seizing New Opportunities: Theory and Practice of Economic Conversion
 Grandparents Parenting Again: Problems, Policies and Community Interventions

4 p.m.-5 p.m.
 Missouri Association of Counties Caucus
 Police Jury Association of Louisiana Caucus

4 p.m.-6 p.m.
 National Conference of Republican County Officials Business Meeting and Reception
 Association of Minnesota Counties Caucus

4:30 p.m.-5:30 p.m.
 North Carolina Association of Black County Officials Caucus
 Association of Indiana Counties Caucus

5:30 p.m.-6:30 p.m.
 Maryland Association of Counties Caucus

5:30 p.m.-7 p.m.
 South Carolina Association of Counties Caucus

5:30 p.m.-7:30 p.m.
 NACTFO Reception
 NACIO Awards of Excellence Reception

6 p.m.-9 p.m.
 Kentucky Association of Counties Caucus

TUESDAY, JULY 25

7 a.m.-8:30 a.m.
 Delaware Association of Counties Breakfast

7:30 a.m.-8:45 a.m.
 Idaho Association of Counties Breakfast
 Association County Commissioners of Georgia Breakfast
 Association of County Commissioners of Alabama Breakfast

7:30 a.m.-9 a.m.
 Virginia Association of Counties Breakfast

9 a.m.-10:45 a.m.
 Third General Session

News from the nation's counties

North

PENNSYLVANIA

• How does ALLEGHENY COUNTY'S Department of Mental Health/Mental Retardation/Drug and Alcohol/Homeless/Hunger serve more than 65,000 citizens each year? And just what services does it provide? A new video just out of production answers these questions and much more.

Entitled "Allegheny County Works," this 20-minute video gives a thorough introduction to the multitude of services available and illustrates how the county works through a system of more than 100 non-profit agencies to serve some of the most vulnerable citizens in the county.

Through personal interviews and actual footage of life in the streets, "Allegheny County Works" paints a vivid account of how the department strives daily to ensure that this population is provided a lifeline by personally connecting them to nu-

merous human services organizations to receive the basic shelter, food, clothing and medical help necessary for their survival.

"Allegheny County Works" is intended as an educational tool for medical professionals, the human service community, businesses, religious organizations, schools, and state and local government officials.

South

NORTH CAROLINA

• In May, the MECKLENBURG COUNTY Department of Social Services celebrated the grand opening of its new Tot Lot.

Located off the agency's largest waiting area and adjacent to the client interview rooms, the Tot Lot is an attractively decorated room that offers a stimulating environment with age-appropriate educational materials and play equipment for children. Tables, chairs, toys and books were provided by Charlotte-Mecklenburg schools, the pub-

lic library, social services staff and other donors.

Parents visiting the department leave their children, ages two through five, with volunteers in the Tot Lot as they go for interviews. Volunteers are recruited and trained by the county's Volunteer Services Office and receive further training and on-site supervision by the reception area supervisor.

The Tot Lot was designed in an effort to make a child's wait more productive and to offer parents an opportunity to learn as they work with volunteers before their interviews begin. It also enables staff to conduct interviews quickly and accurately with just the parent present.

During the Tot Lot's first month of operation, 942 children were served.

Midwest

INDIANA

• The ALLEN COUNTY Recorder's Office has purchased a new state-of-the-art document management system that will improve service to the public, better utilize personnel, and provide a significant savings in storage requirements. The county recently signed an agreement with a Knoxville, Tennessee-based company for an automated document management system for the county

recorder's office.

The system is scheduled to go on line by early fall, with everything from 1986 forward converted to the new system. At that time, the county will still be required to use its present method of searching records prior to 1986. It will convert documents dating back to 1970 during a later phase of the installation.

County Recorder Virginia Young said the new system was needed to provide growth and flexibility for Allen County now and far into the future.

West

CALIFORNIA

• The KERN COUNTY Department of Human Services has produced a video, entitled "The Monica Flores Story." This true account of a fraud investigation and prosecution in Kern County was produced as a result of a unique sentence pronounced on a client receiving Aid to Families with Dependent Children by Superior Court Judge Gary Friedman.

As a condition of her sentence, the client was ordered to cooperate in the making of the video, and to pay for its production. "The Monica Flores Story" is shown continuously to clients waiting in the Department of Human Services lobby. In the video, Monica tells in her own words about the consequences of committing fraud, while a dramatic re-enactment depicts events including

her initial application for aid, the taking of an anonymous tip, the investigation, and the prosecution of her case.

"Clients are watching the video," states Don Dudley, director of human services. "So from the time of their very first visit to us, they get the message that we have zero tolerance for welfare fraud."

WASHINGTON

• Just outside the main entrance to CLARK COUNTY'S Public Works Administration sits a simple bench. But inside, thousands of compost-happy worms are steadily chewing away on food scraps from employee lunch sacks and the like.

Look close at the sign on the bench and you'll see a play on worms, ah, that's words.

Andrea Friedrichsen of the county's Environmental Services Division says the Clark County Public Worms Bench — which was made by Public Works Director Ron Bergman — is a very visible way to show that county employees practice what they preach when it comes to recycling.

"Employees feed these red worms their food scraps that otherwise would have been thrown away," said Friedrichsen, who is responsible for "slopping the worms" and harvesting the compost they make. Employees take the compost home to their own gardens.

Friedrichsen said the worms are the compliments of the Washington State University Extension Office.

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

Mail to us: *do County News*, 440 First St., N.W., Washington, DC 20001, or FAX to: 202/393-2630.

Neal Peirce commentary

Fractional cities start thinking regionally

(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.)

Can a traditionally fractious and argumentative bunch of cities get their act together to prepare for the 21st century economy?

A key test is shaping up here in Virginia in the Hampton Roads region — a constellation of cities such as Norfolk, Hampton, Virginia Beach, Portsmouth and Chesapeake.

Hampton Roads is a region of blue-collar folk, the kind of Americans who manned the shipyards and Naval commands of World War II and the Cold War. Now they're worrying about their future as the U.S. military downsizes and such high-tech city-state regions as Charlotte and Raleigh-Durham outpace them economically.

But here's the problem: How do you cooperate if divisiveness is the name of your politics? Suburban, spread-out Virginia Beach, for example, never forgets it owes its very existence to a timely move to escape Norfolk's annexation claws.

Norfolk, nursing wounds of urban decline and a major public hous-

ing burden, resorts to one of its few trump cards — control of the region's best fresh water supply — to try to wring concessions from its neighboring cities. Indeed, a fresh barrage of nasty charges and countercharges over water rights has erupted this spring.

Carl Abbott knew his subject well when, in his 1981 book, *The New Urban America*, he described these Tidewater cities as "partners in a failing marriage, bickering and sparring at every turn."

Yet quite amazingly, one finds that a very active effort to achieve regional cohesion is flourishing this year in Hampton Roads.

Little noted by the local press, the mayors and supervisors of 15 municipalities, from Virginia Beach to Williamsburg, have been meeting monthly, pulling industrial leaders and university presidents into their meetings.

The key, says Norfolk Mayor Paul Fraim, is to determine "what is our sun," the one issue the cities can focus on as key to their collective future. Consensus is gradually turning to the port as that central issue.

Nor will it do, says Fraim, for mayors alone, or mayors working with business leaders, to analyze the region's strategic future.

Ordinary citizens need to be included, developing a spirit of "regional citizenship."

Fraim and Hampton Mayor James Eason are both emphasizing the need to draw neighborhoods into the regional discussions.

"Most issues I deal with as mayor," says Fraim, "are either neighborhood-based or they are regional. Our goal really ought to be to make our borders meaningless."

The events in Hampton Roads are running concurrently with a major effort by a statewide Urban Partnership, formed by the Virginia Chamber of Commerce at the instigation of the mayors of Richmond, Norfolk and Roanoke. The idea is to help the state's urban regions spend less time focused on the artificial municipal boundaries that divide them and instead to focus on how — with private-sector help — they can position their regions for national and international economic competition.

Topics covered by the Urban Partnership have included the overall economic performance of Virginia's regions, work force preparedness, combating urban poverty, and the impacts of sprawl development. A Virginia-wide "Urban Summit," to debate metropoli-

tan-wide strategies for all of Virginia's city centers, is scheduled for June 15 in Norfolk.

For a state in which cities have perennially been shouldered aside — legally they're not even parts of the counties which surround them — all this represents a dramatic new turn.

The mayors and business leaders involved are explicitly focusing on building more cohesive city-state regions — "borderless" in terms of enhanced cooperation, though everyone hastens to explain this doesn't mean mergers or consolidated governments.

"It's immoral not to cooperate; we're a family of cities," and must develop a "shared vision," says Fraim.

And while each organization or official seems to have his own definition of the process, there's remarkably broad discussion of growing social inequities, education and worker readiness, land use and the fate of neighborhoods.

In Hampton, Mayor Eason reports he's created a "neighborhood college" to help citizens think regionally while also setting priorities for their own neighborhoods.

Leslie Fenlon, a retired Naval commander who lives in Virginia

Beach, recently organized a first-ever "grass-roots regionalism" conference for neighborhood groups from all the Hampton Roads cities. The goal is to exchange problem-solving ideas and to include neighborhoods in the region-wide debate on strategies to strengthen the Hampton Roads economy.

Will all this lead to strong and permanent reform coalitions? Will the result be stronger regional planning, metropolitan regions that learn to stop quarreling and start strategizing? Will the public start to understand that participating neighborhoods are important to successful city-states?

Obviously, it's much too early to tell. But the Hampton Roads effort does mirror a push for regionalism — a demand for strategic thinking, for better area-wide land use and enhanced roles for neighborhoods — that's swelling up across America. It's a reform impulse almost invisible in the whirl of 1995's anti-government politics. But from Philadelphia to Milwaukee, Miami to Denver, I've found it thriving.

And if you discover it in rock-ribbed and traditional Virginia, you have to believe it can happen anywhere.

Notices . . . notices . . . notices

CONFERENCES

■ **The Government Finance Officers Association (GFOA)** will conduct several seminars on July 10-13, in Chicago, Ill. "The Finance of Economic Development," "Capital Budgeting and Financing," "Advanced Financial Reporting for Governments," "Intermediate Governmental Budgeting" are some of the issues that will be covered.

On July 26-28 in Chicago, GFOA will sponsor a two-day seminar, titled **AFR/MICRO: The Comprehensive Annual Financial Reporting Tool.** For more information, contact: GFOA Education and Marketing Center, 180 North Michigan Ave., Suite 1000, Chicago, IL 60601, phone: 312/797-9700, Attn: Robert Gee.

■ **"Community Development Strategies to Rebuild Communities,"** the theme of the **Neighborhood Reinvestment Training Institute** conference in Chicago, Ill., July 24-28.

Workshop speakers will address various topics, including: "Welfare Reform: Building People's Assets," "Enhancing Organizational Effectiveness Through Teams," "Affordable Housing Development," and "Homebuyer Education Programs." Tuition is \$125.00.

For more information, contact:

Neighborhood Reinvestment Training Institute, 1325 G St., N.W., Suite 800, Washington, DC 20005, phone: 202/376-2400; fax: 202/376-2168.

■ **The National Volunteer Fire Council** will hold its annual fall meeting in Louisville, Ky., Sept. 9-13, in conjunction with Fire-Rescue International '95.

Leading authorities in the fire service industry will conduct educational sessions and participants will also have access to the largest fire and emergency services exposition in the Western Hemisphere. The registration fee is \$150.

For more information, contact: National Volunteer Fire Council, 1050 17th St., N.W., Suite 701A, Washington, DC 20036, phone: 202/887-5700, fax: 202/887-5291.

■ Over 5,000 experts from the fields of government, private business, law and education are expected to be in attendance for **SUPERFUND XVI**, a leading environmental exhibition and conference for the hazardous waste management industry.

Sponsored by the **Hazardous Materials Control Resources Institute**, the conference is set for Nov. 6-8 in Washington, D.C.

For more information, contact: Su-

san Newman, marketing manager, Environmental Division, E.J. Krause & Associates, 7315 Wisconsin Ave., Suite 450 North, Bethesda, MD 20814, phone: 301/986-7800, fax: 301/986-4538.

PUBLICATIONS

■ **The Urban and Regional Information Systems Association's** 1995 conference proceedings are now available for purchase.

They feature in-depth information covering a wide variety of unique technology-related topics at the local, regional, national and international levels. The cost is \$25 for members and \$50 for non-members.

For ordering information, contact **URISA** at 202/289-1685, fax: 202/842-1850.

■ **The American Correctional Association (ACA)** has released a new publication, titled **"Working in Jails & Prisons - Becoming Part of the Team."** This publication contains in-

formation on a variety of topics, including the history of the criminal justice system, understanding the criminal personality, and working with inmates.

ACA has also released four new standards manuals, titled **"Standards for Electronic Monitoring Programs," "Standards for Adult Community Residential Services," "Standards for Adult Correctional Boot Camp Programs,"** and **"Standards for Juvenile Correctional Boot Camp Programs."**

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

■ **"Re-Engineering Local Economic Development to Integrate Global and Technological Change"** is the newest publication from the **National Council for Urban Economic Development.**

This report reviews the exporting process and the kinds of assistance needed by companies at various stages, from a company's initial interest in exporting through an actual ex-

port transaction. The cost is \$40 for members and \$47.50 for non-members.

For your copy, contact: National Council for Urban Economic Development, 1730 K St., N.W., Suite 915, Washington, DC 20006, phone: 202/223-4735, fax: 202/223-4745.

PUBLIC COMMENT

■ **The American Society of Civil Engineers (ASCE)** is calling for public comment on its proposed revisions to ASCE 5 and ASCE 6, the society's standards for masonry structures.

ASCE provides minimum requirements for the structural design and construction of masonry elements in any structure and is intended for adoption by building codes. ASCE 6 is a reference standard the architect/engineer may cite in the contract documents for any project. Commentaries are provided for both documents.

The deadline for comment is July 14.

For more information, contact: Tony Baez, ASCE, 1015 15th St., N.W., Suite 600, Washington, DC 20005.

Job market

ASSISTANT CHIEF ADMINISTRATIVE OFFICER - SAN DIEGO COUNTY, CALIF.: This key executive position reports to the County Chief Administrative Officer and will be critical in transitioning the County into a learning organization that focuses on strategic planning, outcome measurement and competitiveness, and applies business principles in improving its operations and management. The person chosen will assist in providing leadership in the achievement of Board of Supervisor goals as well as oversight of County operations. Executive-level experience supplemented by a masters degree or graduate course work in organizational development, public or business administration, or related field is highly desirable. Executive benefit package includes automobile and relocation allowance. Salary negotiable \$110k-\$120. File by Friday July 14, 1995. For application form and recruitment brochure detailing County structure, the position, background requirements, and benefits: County of San Diego, Department of Human Resources, 1600 Pacific Highway, Room 207, San Diego, CA 92101, (619) 531-5100 or 531-5139.

GENERAL MANAGER, SPARTANBURG WATER SYSTEM/SANITARY SEWER DISTRICT - SPARTANBURG, S.C.: High quality of life community with excellent mix of industrial, commercial, university and residential development. Home of new BMW plant and growing international culture. Located in the Piedmont area of western South Carolina, within easy driving distance to Charlotte and Atlanta. Spartanburg Water System currently serves 40,000 customers, has 147 employees and an operating budget of \$14.1M. The Spartanburg Sanitary Sewer District currently serves 25,942 customers, has 70 employees and an operating budget of \$7.9M. Salary negotiable DOQ, in a range between \$63,634 and \$89,088, plus automobile and excellent fringe benefit program. Appointed by non-partisan Commission of Public Works of the City of Spartanburg (3 members elected at-large

for six-year staggered terms) and by the Sewer Commission (3 members are the Commissioners of Public Works, the Mayor of Spartanburg and 3 members elected from the sewer service area outside of the City of Spartanburg). The latter 3 Commissioners serve for four-year non-staggered terms. Requires Master's degree in environmental systems, engineering or related field. Requires extensive professional utility management experience and skills, preferably as General Manager or Assistant General Manager. Experience with an engineering firm may qualify if general management experience obtained. Strong finance, budgeting, communication, management/administrative, leadership, facilitation and teamwork, intergovernmental and interpersonal skills required. Skills in external relations are very important. Confidential Resumes should be sent by June 30, 1995 to James L. Mercer, president, The Mercer Group, Inc., 990 Hammond Drive, Suite 510, Atlanta, GA 30328. Equal Opportunity Employer.

SOCIAL SERVICES DIRECTOR - ADAMS COUNTY, COLO.: Adams County, Colorado is seeking a Director of Social Services. Adams County has the second largest Social Services operations in Colorado with an annual budget of \$53.2 million, and a staff of 412. The Adams County Social Services Department is one of 5 counties in Colorado that is conducting a pilot program on welfare reform. The Social Services Director plans, directs, manages and oversees the activities and operations of the Social Services Department; coordinates assigned activities with other County departments and outside agencies; provides highly responsible and complex administrative support to the County Administrator and the Board of County Commissioners; and works in cooperation with the State Department of Social Services. A Bachelors degree or equivalent from an accredited college or university with major course work in social or behavioral science, business or public administration or a related field is required. A Masters degree is highly desirable.

Seven years of increasingly responsible social services experience including five years of administrative and supervisory experience is also required. Must have strong management skills and the ability to handle multiple priorities. LOCATION: Commerce City. SALARY RANGE: \$60,000 - \$70,000 per year. COUNTY APPLICATION REQUIRED: County applications are available at the Adams County Administration Building in the Human Resources Department located at 450 S. 4th Ave., Brighton, CO 80601. DEADLINE DATE: June 30, 1995, 4:30 p.m. All applications must be received or postmarked on or before the deadline date.

Cost Evaluation Services
4208-198th St SW, Suite 107
Lynnwood, WA 98036
1-800-848-4153
OMB A-87 Cost Allocation Plans
Full Cost Plans/User Fee Plans
Jail/Cost of Service Analyses

Job Market - Classified Rate Schedule
Rates: \$5 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 5 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.

SCHEDULE from page 17

Workshops	Tomorrow's Transportation Today
10 a.m.-12:15 p.m.	12:15 p.m.-1:30 p.m.
Georgia's Initiative for Children and Families: Three County Experiences	Exhibit Hall Luncheon
Local Agenda in the 1996 Election	12:15 p.m.-2 p.m.
Your County's Message Being Heard and Understood, Or Are You Delivering It to an Empty Room? Measuring Up: How to Evaluate the Results of Your Communications Program	Tour of TRW's and Georgia DOT's Advanced Transportation Management Center
Information Services Roundtable	12:15 p.m.-1:30 p.m.
Waste Flow Control: Update	NACTFO Officers Luncheon
Changing Dynamics of Tax Policy	1:45 p.m.
Do Merge or Not to Merge - That Is the Question	Annual Business Meeting
Economic Growth	4:30 p.m.-5:30 p.m.
Preventing Domestic Terrorism	New NACo/NACoRF Boards of Directors Organizational Meeting
The New Realities of Managing Counties in the 1990s	7 p.m.
	Reception, Inaugural Ceremony and Gala

GASB issues statement on security lending

The **Governmental Accounting Standards Board (GASB)** has issued **Statement 28**, which will standardize the way governmental entities report securities lending transactions. It is effective for periods beginning after Dec. 15, 1995.

The statement requires governments to report their loaned securities as assets. If cash is received as collateral on the loan, it, too, would be reported as an asset, along with any investments made with the cash. Securities received as collateral would be reported as assets if the governmental entity is able to pledge or sell them without a borrower default. Liabilities resulting from these transactions also are to be reported.

If the collateral securities cannot be pledged or sold unless the borrower defaults, they should not be reported in the balance sheet. Certain disclosures about the nature of the transactions also are required by Statement 28.

Copies of the statement, "Accounting and Financial Reporting for Securities Lending Transactions" (Product Code GS28), are available for \$9.50 each from the GASB Order Department, 401 Merritt 7, P.O. Box 5116, Norwalk, CT 06856-5116, phone: 203/847-0770, ext. 555.



National Association of Counties 60th Annual Conference

Georgia World Congress Center • Fulton County, Georgia • July 21-25, 1995

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER JUNE 16, 1995 WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK. CANCELLATION REQUESTS AFTER JUNE 16 ARE SUBJECT TO AN ADMINISTRATIVE FEE EQUAL TO ONE-HALF OF THE REGISTRATION FEE.

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 _____ (LAST) *Name _____ (FIRST) Mr/Mrs/Ms _____
 *Title _____ *County _____
 Address _____
 City _____ *State _____ Zip _____ *Nickname _____
 Telephone _____ Fax _____ (Please include FAX # to receive confirmation)

REGISTRATION FEES:

Check box that applies	Advance after
	6/2 & ON-SITE
Member county attendee	<input type="checkbox"/> \$325
Non-member county attendee	<input type="checkbox"/> 375
Other government attendee	<input type="checkbox"/> 350
Other private sector	<input type="checkbox"/> 400
Spouse	<input type="checkbox"/> 75
Youth	<input type="checkbox"/> 50
TOTAL	\$ _____

AFFILIATE INFORMATION - Check box that applies

- | | | | |
|------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> 01 NACRC | <input type="checkbox"/> 07 NACCA | <input type="checkbox"/> 013 NCECE | <input type="checkbox"/> 019 NACHFA |
| <input type="checkbox"/> 02 NACP | <input type="checkbox"/> 08 NACTFO | <input type="checkbox"/> 014 NACE | <input type="checkbox"/> 020 WIR |
| <input type="checkbox"/> 03 NACCHO | <input type="checkbox"/> 09 WON | <input type="checkbox"/> 015 NACTEP | <input type="checkbox"/> 021 NCCAE |
| <input type="checkbox"/> 04 NACA | <input type="checkbox"/> 010 NACHSA | <input type="checkbox"/> 016 NABCO | <input type="checkbox"/> 022 NACAP |
| <input type="checkbox"/> 05 NACITA | <input type="checkbox"/> 011 NACCED | <input type="checkbox"/> 017 NACIO | <input type="checkbox"/> 023 ICMA |
| <input type="checkbox"/> 06 NACPRO | <input type="checkbox"/> 012 NACIRO | <input type="checkbox"/> 018 NACS | <input type="checkbox"/> 024 NACMHD |

POLITICAL AFFILIATION

- Republican Democrat Independent

Spouse Full Name _____ Youth Full Name(s) _____

ADDITIONAL MEETING ACTIVITIES

Additional fees must accompany meeting registration fee. All tour registration fees must be received by **JUNE 30, 1995**.

SPOUSE/YOUTH TOURS

- 028 A Sip in Tea \$25 032 Take a Walk on the Wild Side \$25
 030 International Flair \$25 034 Shopping World Class Style \$25

ALL ATTENDEE EVENTS

- 036 The One and Only NACo Fun Run Free
 038 Golf at Sugar Creek \$50

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 16, 1995**. Cancellation requests postmarked June 16 or later will be subject to an administrative fee equal to one-half of the registration fee.

HOTEL RESERVATION

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

Room Reservation Name _____ Arrival Date ____/____/____ AM
 Roommate Name _____ Departure Date ____/____/____ AM

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.

	Single	Double
Atlanta Marriott Marquis (Headquarters) S	\$114	\$124
Atlanta Hilton & Towers S	\$104	\$120
Atlanta Hilton & Towers (Towers Level) S	\$131	\$147
Omni Hotel at CNN Center W	\$113	\$123

NOTE: A portion of these guest room rates will be used by Fulton County to offset transportation costs related to conference.

Please circle - No. of Persons: 1 2 3 4 No. of Beds: 1 2

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. Some hotels will charge your first night's room charge to your credit card immediately.
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.

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.

Return completed form to:

NACo • Conference Registration Center • P.O. Box 26307 • Akron, OH 44319

AIRLINE DISCOUNTS TO THE CONFERENCE

Delta airlines, the official

airline of NACo's 60th Annual Conference, is offering discounts that will get you to Fulton County, Ga., for less than the lowest fares available.

To get the discount on Delta, call its meeting network office at 1/800/241-6760. Also, indicate that you are attending the NACo conference and provide the agent with Delta's meeting identifier code: J1049.

The discount ranges from 5 to 17 percent. Don't wait! Call today to make your travel plans.