

County News

Vol. 25, No. 15 • August 2, 1993
Washington, D.C.

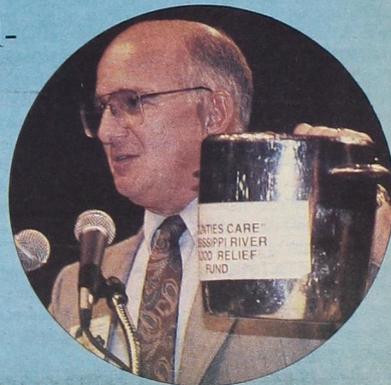
Official Publication of the National Association of Counties

Special Report

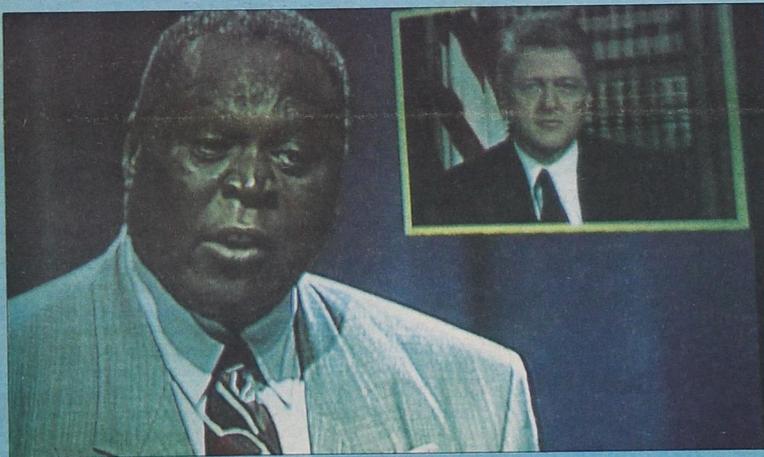
58th Annual Conference • Cook County, Ill.

Some say Chicago is a city with big shoulders. Big shoulders were certainly in order as delegates to NACo's 58th Annual Conference in Cook County, Ill. hefted some of the weightier

See CHICAGO, page 2



NACo Second Vice President Doug Bovin announces a collection for the benefit of flood relief in the Midwest. Delegates at the Tuesday session contributed \$2,600, which was forwarded to the American Red Cross.



NACo President John Stroger introduces President Bill Clinton, who addressed delegates at NACo's 1993 Annual Conference, via satellite link from Washington, D.C. to the conference site in Chicago.

NACo's new executive team pauses for an official portrait after their election on Tuesday. (l-r) NACo First Vice President Randall Franke, President Barbara Sheen Todd, Third Vice President Michael Hightower, Immediate Past President John H. Stroger, Jr. and Second Vice President Doug Bovin.



All photos by David Hathcox



Attorney General Janet Reno spoke to a standing-room-only Opening General Session Sunday.

SPECIAL REPORT

58th ANNUAL CONFERENCE

COOK COUNTY, ILL.

Clinton says no new unfunded mandates

By Jill Conley
staff writer

President Bill Clinton told Annual Conference delegates that his Administration would be the first in a long time not to load any more unfunded mandates on local governments.

The assurance was made in response to a question from a delegate during an address from the White House using a live satellite feed, Monday, July 19.

The president began his remarks to the conference's Second General Session by thanking delegates for their past support of his economic plan and asking for further active, non-partisan involvement in getting the plan through Congress.

"Bringing down America's deficit, investing in America's future, helping us to open new trade opportunities and new investment opportunities and new job-creating opportunities at home and abroad — these things should be beyond politics," he said. "Let's capture the spirit of our mighty Midwesterners, who, for weeks, have refused to relinquish their dreams in the face of this terrible flooding, and who have proven that nothing is impossible when we all pull together."

After plugging his economic plan, Clinton took questions from the audience. The first came from incoming NACo President Barbara Todd, commissioner, Pinellas County, Fla. Todd explained that her county recently opened a trade office in Singapore, and was particularly interested in opportuni-

ties to participate aggressively in the global economy. "What types of changes do you think we should have in our international policy so that we, as a nation, can expand our opportunities in all of the countries in the Pacific rim?" she asked.

"First of all," responded Clinton, "let me say to all of you present that [Pinellas County] has done a smart thing, and I think that other counties should follow suit."

He went on to say that the three most important things that can be done at the national level are to complete an agreement on the General Agreement on Tariffs and Trade, build stronger ties with Pacific rim countries, and redefine America's trading relationship with Japan — the groundwork for which the president believes began with the recent G-7 meeting in Tokyo.

"Now even if we do all that," cautioned the president, "we still need more local governmental units and especially more American businessmen and women who are willing to aggressively exploit opportunities in the Pacific rim." He added, "Americans have got to be better traders and more interested in selling their products and services around the world."

The second question came from NACo Board Member and Starr County (Texas) Commissioner Ray Alaniz. "Every year Congress passes new laws that require us to provide new services to or to meet new standards. But rarely does Congress appropriate the dollars to meet these mandates," said Alaniz. "We have to raise our county local taxes to meet these costs and these



President Clinton responds to questions from delegates.

new mandates. What can your Administration do to help us?"

"The first thing we can do is to do no harm," responded Clinton. "We can be the first Administration in a long time not to load any more unfunded mandates on you. And that is a commitment I will do my best to keep."

The president said that his Administration would also review the present pattern of federal regulation and requirements as it affects local government. Vice President

Al Gore is currently heading a commission on reinventing the role of the federal government which will examine ways to improve the way the feds do business. Clinton invited NACo to offer its recommendations to that commission.

The next question was posed by St. Louis County (Minn.) Commissioner Marilyn Krueger. "Mr. President, counties spend more than \$30 billion a year on health care," she said, adding, "We own and operate more than 4,500 health

facilities. We, in essence, take care of the uninsured in this country. What role do you see for county officials in your proposed health reform plan?" she asked.

Clinton said he thought counties would likely continue providing the service they currently provide, only they would do so "much more happily than they do now" if his Administration's health reform plan passed.

See CLINTON, page 7

CHICAGO from page 1

political issues of the times during their deliberations at the three-day event.

They were joined, as well, by some of the nation's political heavyweights. Attorney General Janet Reno brought delegates to their feet in a standing ovation even before she addressed them at Sunday's Opening General Session. And from Washington, D.C., via satellite link, President Bill Clinton and Health and Human Services Secretary Donna Shalala fielded questions about health system reform and unfunded mandates during Monday's videoconference. The conference site was also linked, via satellite, to 275 additional sites throughout the country.

The drive to stop unfunded man-

dates picked up speed during Tuesday's general session as Senator Dirk Kempthorne (R-Idaho) rallied enthusiastic support for legislation he has introduced that would require the federal government to fund any mandate it issues. Incoming U.S. Conference of Mayors President Jerry Abramson also beat the drum for mandate reform and announced the kick-off of a major campaign against unfunded federal mandates on state and local governments. (NACo, along with the mayors and other public interest groups, will be leading the effort.)

NACo elections

Going into the conference, both

sides in the race for NACo third vice president were predicting a close contest between Fulton County (Ga.) Commissioner Michael Hightower and Greene County (Ohio) Commissioner Reed Madden. By Tuesday's election, however, Hightower had seized the momentum, and the two-term Fulton County commissioner received delegates' unanimous endorsement after Madden withdrew from the contest.

As NACo third vice president, Hightower becomes the newest member of the NACo executive team, joining NACo President Barbara Sheen Todd, commissioner, Pinellas County, Fla.; First Vice

President Randall Franke, commissioner, Marion County, Ore.; Second Vice President Doug Bovin, commissioner, Delta County, Mich.; and Immediate Past President John H. Stroger, Jr., commissioner, Cook County, Ill.

Award winners

During the Annual Conference, delegates also honored the achievements of several award winners. Monterey County (Calif.) Supervisor Barbara Shipnuck was named "County Leader of the Year" by *American City & County Magazine*. David Davenport, PEBSO founder, presented the annual NACo Presi-

dential Scholarship to Chicago high school senior Cordina Tate, who will use the \$8,000 award to attend Xavier University in the fall.

EDS, on behalf of outgoing NACo President John Stroger, also presented a special NACoNET Technology Scholarship to another Chicago-area high school senior, Tarlisha Barnett. Barnett will major in computer science at Harold Washington Junior College.

NACo also awarded special recognition to Hardee County (Fla.) Tax Collector Curtis Ezelle for his work with children and families. Ezelle has been an elected county official for 45 years.

SPECIAL REPORT

58th ANNUAL CONFERENCE

COOK COUNTY, ILL.

Reno denounces government turf battles

Attorney general pleads for cooperation and partnerships

By Susan D. Grubb
staff writer

You would have thought you were sitting in church given the chorus of "amens" rising out of the audience during Attorney General Janet Reno's address at Sunday morning's general session.

Because of her familiarity with the county court system, the former Dade County (Fla.) state attorney's pleas to end government turf battles and start working together in delinquency prevention and corrections reform struck a chord.

In the several meetings she has had with NACO officials since taking office, Reno said she has come away encouraged by the support NACO has given "in orienting America toward prevention rather than reacting to crisis. ... After meeting with your representatives, I am convinced we are on the right path in America and it is because of local officials throughout America who understand the problems."

For too long federal and state governments have handed down unfunded mandates, she said. "And the cities and counties and school boards across America, with their back up against the wall, have proven America can do more with less."

The federal government and federal courts have mandated jail and prison population caps without providing any funding, she explained, and somehow local officials have been creative and "kept the finger in the dike." The federal, state and local levels of government have got to develop a partnership, she told delegates. "We've got to come together in a spirit of sharing, not of dumping."

Counties face another problem when states return prisoners to communities without a continuum of care, Reno said. "We have seen a fragmentation in government that reduces our resources and dilutes the strength by which we can focus on the problems we face."

While non-violent people serve 10- to 15-year minimum mandatory sentences in federal prisons, Reno continued, prisons across the country release dangerous offenders early "because we haven't gotten together and shared prison cells to make sure the dangerous, bad people go away and stay away."

Reno has witnessed the lack of



Attorney General Janet Reno makes a point during discussions with NACO officials before her address to delegates on Sunday.

communication and coordination between federal law enforcement agencies and local police forces. "Just think of what could happen if we got ourselves together," she said, "not people telling each other what to do, but people joining together in a sharing partnership to solve these problems."

"I used to think, 'Wouldn't it be wonderful if I could go to Washington and try to get those federal agencies to work together?'" she said. "I learned I don't have all the answers."

She is trying, however. Reno and the secretaries of Health and Human Services, Housing and Urban Development, Labor, and Education are working with the Office of Management and Budget to weave their programs together into a "comprehen-

sive whole that can truly serve America."

In the past, America has tended to focus on the crisis rather than the prevention, she said. We let crisis occur when we send people to prison, don't give prenatal care and don't immunize our children, she explained, "and we pick up the pieces with our limited dollars in a totally inefficient and inadequate way."

"County commissioners, school board members, state legislators, congressmen and attorneys general all have got to look beyond their narrow focus and look at a continuum and end the turf battles and join together in one common partnership," Reno urged.

What is the substance of this

"County commissioners, school board members, state legislators, congressmen and attorneys general all have got to look beyond their narrow focus and look at a continuum and end the turf battles and join together in one common partnership."

Attorney General Janet Reno

partnership? "Trust the people," she said. Explain issues and problems to them and take their criticism, she added. "Trust in them that if they're given half a fighting chance, they can take care of themselves better than any government."

What is the partnership going to do? According to Reno, it will look at ways in which government can invest in support programs to keep people "out of trouble," such as:

- make sure that parents are old enough, wise enough and financially able enough to take care of their children

- "spread the gospel" of how important it is to develop intensive family intervention services, i.e. full-service schools, 24-hour hotlines and programs to send public health nurses into the home

- provide prenatal care to every single pregnant woman and preventative health care to all children

- educate America on how important the years 0-3 are and provide "educare" to those families that have disintegrated — "Unless we make an investment in children at this age, we will not have a work force within 15 to 20 years to fill it with the skills necessary to fill the jobs to maintain America as a first-rate nation."

- prevent violence before it starts through conflict resolution programs

and intervention efforts for domestic violence — "There is nobody in America that would rather send the person to prison than prevent the crime in the first place."

- treat children with respect — "We've got to learn how to talk with respect to our children, give them a pat on the back when the need it and spank them when they need it."

- beef up truancy prevention and provide after-school and evening programs, and

- weave together summer job, work experience and school education programs to help in analyzing a child's aptitude and interest and provide them a path for graduating with a skill.

"We cannot let a generation go," she urged. "It makes no sense to send somebody off to a boot camp run by the state government if that state government doesn't coordinate with you in bringing that child back to the community with job training, alternative housing, substance abuse treatment and the like."

The same goes for prisons, Reno added. "It makes no sense to take a person who's committed a crime because he has a drug problem and then dump him back to the community without treatment, without job training placement.

"If we could develop a continuum of services that the county had the money to run because it was delegated from government," she told delegates, "we can make a difference."

The basic bottom line, she concluded, is that "Government can't do it, but government can give a helping hand. If it stops its turf battles, comes together, shares its resources, plans sensibly, and plans based on the basic premise — 'Trust the people.'"

SPECIAL REPORT

58th ANNUAL CONFERENCE

COOK COUNTY, ILL.

Todd pledges closer ties with NACo sister groups

Children's issues, relief from unfunded mandates to dominate term

By Susan D. Grubb
staff writer

John Stroger was ready. At Tuesday afternoon's closing session, the self-proclaimed "exhausted rooster" was ready to hand over the NACo presidency to Barbara Sheen Todd. And after three years of waiting in the wings, the Pinellas County, Fla. commissioner was ready to take it.

"I proudly accept the office of president," Todd proclaimed, "and dedicate my strength, enthusiasm and heart to you as we face the challenges and opportunities of the year ahead."

After thanking family and friends for their support, she looked out at the audience saying, "As I look at you, I see one of the great strengths of America — its people. You are a mirror image of our great country.

The diversity of the individuals and counties that frame NACo and the dedication and enthusiasm of our county officials are our two greatest assets.

"Take away the trappings of the national conference and you're left with people who, by their own choice, have willingly sacrificed their time, talents and more than a few moments of peace in service to their communities," she continued.

"My friends, leading our nation forward to its ultimate greatness is the window of opportunity we have at this point in time. Counties are the heritage of America's past and the key to its future," Todd said. "This year, we will challenge our great organization of counties to provide the programs and services counties need and must acquire in order to deal with the challenges of the 21st century."

Children's issues will be a major focus of Todd's presidency "because our children are America's future," she said, and indicated that First Vice President Randy Franke, Marion County (Ore.) commissioner, will continue that focus in his presidency next year.

NACo will work closely with other organizations, like the National League of Cities, the U.S. Conference of Mayors, the International City/County Management Association, and the National School Boards Association to tackle common issues such as unfunded mandates, she explained. "Our local monies can no longer be a federal credit card."

"NACo brings us together, not only just to elect new officers and revive old friendships, but also to learn from each other," she continued. "In the coming weeks, you will



Todd's Executive Committee colleagues applaud her election as president.

be reminded of the bond between us and asked to strengthen it. I know you will answer the call."

Quoting Abraham Lincoln's famous phrase, "Government of the people, by the people and for the people," President Todd said he could very well have been talking about county government "because it is county government that is most often called upon by the public and other levels of government to be more responsive and to improve the public good."

"It is county government that builds the roads, runs the courts, protects and environment, feeds the

hungry and heals the sick. It is the counties who are asked to lead economic development efforts, create jobs, protect people in their homes and guarantee equal opportunities for everyone," she reminded delegates.

"It is the nature of Americans to rise to challenges and seize opportunities," Todd said in closing. "By your public service, you let it be known you are no exception in that regard. By the strength reflected in your faces tonight, I know you will meet the challenges and seize the opportunities NACo will present in the coming weeks and months."

Todd plans full agenda

By Beverly Schlotterbeck
editor

Newly elected NACo President Barbara Sheen Todd has fashioned an extensive agenda for her term that reaches all the way from NACo headquarters on Capitol Hill to Singapore on the Pacific rim. In between, it embraces children, the environment and multi-cultural diversity.

Todd, who is adopting the theme "America's Counties: America's Future" for her presidency, plans to leave both counties and the association better prepared for leadership in the 21st century through a series of initiatives that will focus on NACo membership needs, international trade, sustainable economic development and closer cooperation among NACo's sister organizations representing local governments.

As a first step, she has established a new steering committee on member programs and services. The new 13th steering committee, chaired by Jacksonville-Duval County (Fla.) Councilmember Terry Wood, is charged with developing NACo programs and services that help NACo members better address the needs of county governments' day-to-day operations.

Todd is counting on the committee's broad-based member-

ship — vice chairs from the other 12 steering committees, as well as NACo affiliate representatives and at-large appointees — to provide the cross-fertilization necessary for an effective impact.

Broader support and a keener edge for NACo's legislative activity on Capitol Hill will drive the work of Todd's new Congressional Action Team (CAT). National Democratic County Officials Organization President Doris Ward, San Francisco County, Calif., and National Conference of Republican County Officials President Dick Cecil, New Castle County, Del., will lead the team. Todd also intends to elevate the level of NACo's commitment to the nation's children.

A new task force on children's issues, under the leadership of Monterey County (Calif.) Supervisor Barbara Shipnuck, will explore how counties can better shape the future of their youngest residents. Todd sees the new task force working closely with a wide range of public interest groups and has already met with the National League of Cities, the National School Boards Association and other public interest groups to further this agenda.

Todd has tapped Oakland County (Mich.) Commissioner Hubert Price and DeKalb County (Ga.) Executive Liane Levetan to chair another new

task force on the global economy and international trade.

It will explore how counties can help their business communities become better players in the global economy, as well as how NACo could establish a presence in the Pacific rim, for the benefit of its members. Todd's home county of Pinellas, Fla. and the National Governors' Association already have offices in Singapore, Todd explained, and she would like to see NACo join them.

Greene County (Ohio) Commissioner Reed Madden, immediate past chair of NACo's Energy, Environment and Land Use Steering Committee, will head Todd's new initiative on economic and environmental stability. The task force will concentrate on assessing the impact sustainable development policies could have on county governments, and serving as a link between counties and the Presidential Council on Sustainable Development.

And finally, Todd hopes to encourage better relations among the nation's many cultural groups by establishing an annual multi-cultural award that would recognize counties which have taken the lead in preparing their communities to respect and acknowledge the strengths brought by diversity.

County News

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

NACo President: Barbara Sheen Todd
Publisher: Larry Naake
Public Affairs Director: G. Thomas Goodman

Editor: Beverly Anne Schlotterbeck

Editorial Staff:
Jill Conley, reporter Susan D. Grubb, reporter
Jay Sevidal, graphic artist

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

Published biweekly except August by:
National Association of Counties Research Foundation, Inc.
440 First Street, N.W.
Washington, D.C. 20001-2080
202-393-6226 FAX 202-393-2630

The appearance of paid advertisements in *County News* in no way implies support or endorsement by the National Association of Counties for any of the products, services or messages advertised. Second class postage paid at Washington D.C. and other offices. Mail subscriptions are \$82.50 per year for non-members. \$55 per year for non-members purchasing multiple copies. Educational institution rate, \$41.25 per year. Member county supplemental subscriptions are \$16.50 each. Send payment with order and address changes to NACo, 440 First St. N.W., Washington, D.C. 20001.
County News cannot be responsible for unsolicited manuscripts.
POSTMASTER: send address changes to *County News*, 440 First St. N.W., Washington, D.C. 20001
(USPS 704-620) • (ISSN: 0744-9798)

SPECIAL REPORT

58th ANNUAL CONFERENCE

COOK COUNTY, ILL.

Videoconference airs health system reform issues

By Jill Conley
staff writer

Connected via satellite and telephone, participants at nearly 300 sites throughout the country joined Annual Conference delegates for a live videoconference, Monday, July 19. Presented in partnership with the Extension Service of the U.S. Department of Agriculture (USDA), the interactive session, titled "County Governments and Health System Reform," was the culmination of NACo's year-long health initiative under the leadership of President John Stroger.

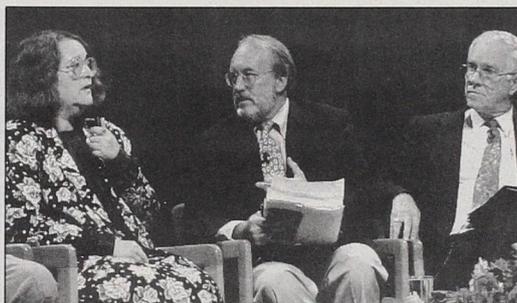
Prior to linking up for a live question and answer period with Health and Human Services Secretary Donna Shalala, who was at USDA offices in Washington, D.C., a panel of experts on county health policy framed the issues.

Jacksonville-Duval County (Fla.) Councilmember Terry Wood, chair of NACo's Health Policy Advisory Committee, offered participants a summary of the findings from eight regional health care hearings conducted by NACo over the past year. "We heard from many county officials, from health care providers, from physicians, nurses and administrators. We also heard from corporate leaders, community and labor leaders, and health care consumers," said Wood. "And what we repeatedly heard from those people, is that we shouldn't forget the important role counties play in public health."

The advisory committee's recommendations include calls for reform initiatives to: ensure that counties will play an administrative, financing and service delivery role in the implementation and operation of a reformed system; promote collaboration and flexibility in health care delivery systems; and preserve innovative county-developed programs to serve the hard-to-serve populations.

Monterey County (Calif.) Supervisor Barbara Shipnuck, who chairs NACo's Task Force to Promote the County Role in Health System Reform, echoed the importance of active county involvement in health system reform.

"Our task force's charge from President Stroger is to tell the county story both directly to the public and to and through the media," said Shipnuck. "Our message is that the time for tinkering is over. The time for true system reform has arrived and counties must be there to both help shape it and to help implement it."



Kathryn Langwell, health economics analyst with Peat Marwick Company, answers questions from videoconference moderator, Ken Bode, (center) as Myron Johnsrud, Extension Service administrator, looks on. The Extension Service was a co-sponsor of the event that was beamed, via satellite, to 275 sites across the country.

Shipnuck told delegates counties will continue to play an important role in the health care system because "whatever populations are left out of a reformed system will fall to us, and we already know that those will include at least undocumented aliens and incarcerated persons."

"Counties will also play major roles as major employers throughout the country," she said, "and will continue to provide the underpinning for the entire system with public health response."

Shipnuck added, however, that counties must continue to be vigilant and must be at the table. "We were very pleased that eight county officials were added to the president's working groups of the Health Care Task Force in Washington," she said. "We were also very pleased about other meetings at the White House in which NACo officials participated."

"We feel our voice has been heard this year, and we need to continue with your help to make sure our voice is heard as we go into and through the transition period and the implementation of health system reform."

Shipnuck also said she was very encouraged by the president's comments to conference delegates earlier in the day. "What I heard is that counties will be allowed the flexibility to participate or to opt out, and that means that for those counties that continue to provide services, we will have a reimbursement rate that is equivalent to that of other providers."

Kathryn Langwell of the Policy Economics Group, Peat Marwick Company, was also on hand to lend her expertise to session attendees. She explained that while many efforts have been made over the last 20 years to control health care costs

both by government and by the private sector, the rate of growth in health care spending has actually accelerated. "The efforts we've made to control health care costs have apparently not slowed the growth rate at all," she said. "In fact the growth rate has sped up."

Moderator Ken Bode asked Langwell if she thought effectively controlling health care costs would



NACo health system reform leaders share a light moment before going "live" at Monday's videoconference. (l-r) Terry Wood, chair, Health Policy Advisory Committee; Barbara Shipnuck, chair, Task Force to Promote the County Role in Health System Reform; and Marilyn Krueger, chair, Health Steering Committee.

ultimately result in rationing care.

"It does imply that some people are going to get less of some types of care," responded Langwell. "I think it also means that there's less access to high-technology procedures over time and that there may be less research and innovation."

A caller from Lewis County, N.Y. asked Langwell if the Clinton health reform plan would be a socialized system or a traditional provider-based system.

"It doesn't look like a socialized system as it's currently being developed," she said. "Actually, it appears quite the opposite. It looks like it will rely on market forces, introduce more competition into the market, and encourage consumers to make more rational decisions about what care they want and what it's worth to them."

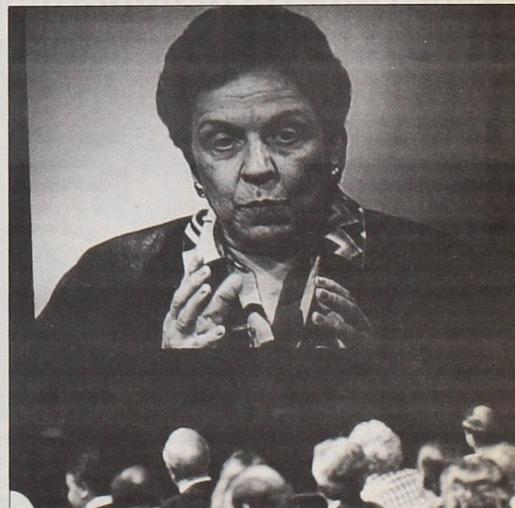
Shalala fields questions on Clinton health reform plan

By Beverly Schlotterbeck
editor

Although participants at Monday morning's videoconference tried hard to pin her down on the specifics of the Clinton plan, Health and Human Services Secretary Donna Shalala offered no guarantees about the role counties would play in health care system reform.

Expressing reluctance to discuss specifics or make promises before the president announces his plan, she talked in broad terms about the Administration's "commitment to the public health infrastructure," and of the need to make Americans aware of health care costs, and of President Clinton's sensitivity to rural health care needs.

Shalala, who was linked to the conference site via satellite, spent 45 minutes fielding questions from the Chicago-based audience, as well as from participants at 275 additional sites across the country. The exchanges were friendly, with questions about rural health care concerns dominating much of the



Secretary of Health and Human Services Donna Shalala was a featured guest at NACo's videoconference on counties and health care reform.

conversation. Shalala characterized the uneven distribution of health care in rural America as a "tragedy." She was re-

luctant, however, to hold out any hope that health care reform

See SHALALA, page 7

SPECIAL REPORT

58th ANNUAL CONFERENCE

COOK COUNTY, ILL.

Unfunded mandates draw increasing fire

By Beverly Schlotterbeck
editor

The junior senator from Idaho did not forget his roots when he moved from the state capital to the nation's capital. Senator Dirk Kempthorne's (R) first piece of legislation, the Community Regulatory Relief Act, would stop the federal government from dumping unfunded mandates on state and local governments.

Kempthorne, who served seven years as mayor of Boise before winning election to the Senate last fall, told delegates at Tuesday's general session that federal mandates have stripped local governments of their sovereignty, and have essentially made them tax collectors for hidden federal taxes.

His legislation would not stop mandates, Kempthorne emphasized, but would stop Congress from passing "the bill without passing the bucks." The measure is "straightforward," Kempthorne claimed. "If the federal government determines that a mandate is necessary, then the federal government has to pay for it."

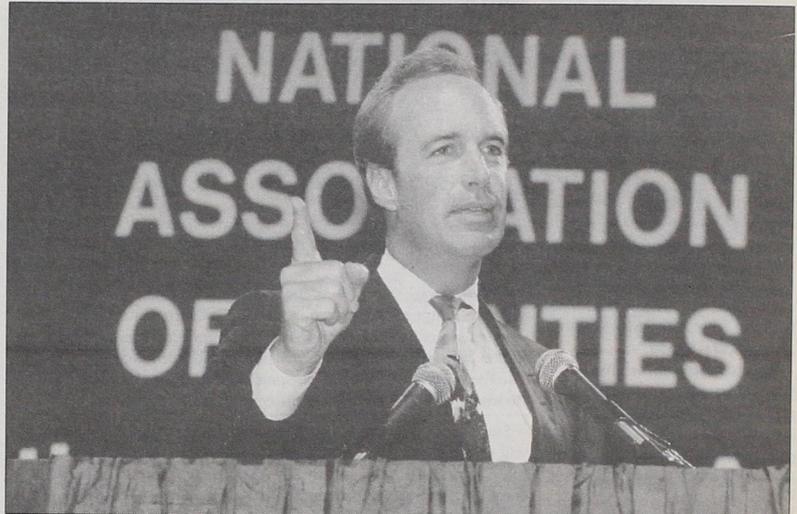
Emphasizing that the issue of unfunded mandates is non-parti-

Federal mandates have stripped local governments of their sovereignty, and have essentially made them tax collectors for hidden federal taxes.

san, Kempthorne urged delegates to lobby their senators to sign on to the measure, adding, as a final argument in favor of support, "This bill won't put money in your pocket, but if it's passed, it will stop taking money out of your pocket."

The press to stop unfunded mandates was also joined Tuesday by incoming U.S. Conference of Mayors (USCM) President Jerry Abramson and Chicago Mayor Richard Daley.

Abramson, Louisville, Ky. mayor, has appointed Daley to spearhead a USCM effort to pin-



Senator Dirk Kempthorne (R-Idaho) seeks support from Annual Conference delegates for his mandate legislation.

point the amount USCM members spend complying with unfunded federal mandates. That information, together with information gathered by NACO, the National League of Cities and the International City/County Management

Association, will be used as a springboard to launch a national unfunded mandates public awareness campaign in the fall.

"Together we can make a difference, my friends," Abramson said. "We are a strong group of men and

women who can bring this issue to the forefront and can ensure that Congress will not only listen, but also, hopefully, make the kinds of changes that are necessary to bring about a better hometown for each and every one of us."

Cokie Roberts delights delegates with her view of the political world

By Susan D. Grubb
staff writer

The context in Washington today is "one of the stranger ones in my lifetime," ABC News correspondent and National Public Radio commentator Cokie Roberts told delegates at Tuesday's general session.

One of the biggest obstacles President Clinton has faced is Ross Perot, she said, a "truly effective force" who keeps Bill Clinton from getting a majority of support in Congress. Presidents elected with a minority of the vote immediately try to put together a coalition, she explained, but this is almost impossible because of Perot.

Roberts, who was once on Perot's short list for vice presidential running mate, recalled a run-in she had with the man she refers to as "the cur dog from Texas who will not go away."

On ABC's Nightline, Roberts conducted a rocky interview with Perot on whether he was in or out



Cokie Roberts, popular news correspondent and commentator, is congratulated by NACO President John Stroger after her address before conference delegates on Tuesday.

of the presidential race. He later called to apologize, telling her he didn't mind reporters, just female reporters. He claimed we're "always trying to prove our manhood," she said.

Roberts' own preference is that

Perot have his own television talk show. "He could be the host, he could be the guest."

Reflecting on her role as moderator during last fall's vice presidential debate, she chuckled, "This was the place where a mother was

definitely called for." Dan Quayle has often been referred to as looking like "a deer caught in the headlights," Roberts continued, but added that Al Gore looks like "a deer mounted on the wall."

Perot is not Clinton's only ob-

stacle. "Congress has no reason to fear him," she explained. "Every single congressman got a higher percentage [of the vote] in their district than Clinton did."

When Ronald Reagan was elected president, he "had the Congress terrified," she said, because he brought more Republicans to Congress on his coattails and the voters wanted him to succeed.

Clinton, on the other hand, immediately had problems, Roberts pointed out: Republicans winning the senatorial runoff election in Georgia; the gays in the military issue; and the senatorial race in Texas which sent another Republican to the Senate. It was a "blow-out election," she said of the Texas race. "It serves as a tremendous word of warning."

Passage of his budget package is one of Clinton's more immediate problems, she added. To own the White House, yet have trouble getting the program through a Democratic Congress "is an extremely

SPECIAL REPORT

58th ANNUAL CONFERENCE

COOK COUNTY, ILL.

CLINTON *from page 2*

If basic health insurance is provided to the uninsured and unemployed, Clinton said, "then, as you provide those health services to those folks, you'll get a more reliable stream of income, and the only monies that will have to be matched at the state and local level are those that are now matched under the Medicaid Program."

Clinton said the proposal would also cut out a lot of red tape and regulation and would allow local public health units to be more flexible and creative in the ways they serve people.

The following question was posed by San Diego County (Calif.) Supervisor Leon Williams. "When you've discussed the nation's welfare system, you have pledged to end welfare as we know it," said Williams. "And as you know, many counties contribute to AFDC [Aid to Families With Dependent Children] programs and many also administer their own general assistance programs. We have supported welfare reform for years and have actively supported the creation of the 1988 Family Support

The tax system needs to be changed so that it "rewards work and not welfare, and gives people an incentive to go to work and stay there."

President Bill Clinton

Act. What guiding principles will your working group operate under to ensure the end to welfare as we know it, that reform will, in fact, achieve desired results?" he asked.

"Number one, we need to make work pay," responded Clinton. "We need to make work pay," he repeated.

What that means, according to Clinton, is that Congress must adopt the Administration's economic plan, and, specifically use the Earned Income Tax Credit to lift the working poor out of poverty if they have children in the home.

He said the tax system needs to be changed so that it "rewards work and not welfare, and gives people an incentive to go to work

and stay there," and that the nation also needs tougher child support enforcement. In addition, he said, "We need to fully implement the education and training aspects of the Family Support Act of 1988" and pass a health care reform bill "so that people are not without insurance when they lose their jobs."

"The welfare check itself is no longer an incentive to stay on welfare," said the president. "What keeps people on welfare is the cost of health care and child care for their kids, and the inability to get a good job because of a lack of education and training."

If all of these elements are put in place, Clinton said people shouldn't be able to stay on wel-

fare without working for more than a couple of years.

The final question came from Story County (Iowa) Supervisor Jane Halliburton.

"In the past, NACo has called for increased professionalism at FEMA [Federal Emergency Management Agency], making it comparable to other federal public safety agencies, such as the FAA [Federal Aviation Administration] and the Centers for Disease Control," she said. "Your new director, Lee Witt, has acted quickly in [the flooding] crisis. But I'm wondering if you are going to propose any statutory changes that would allow FEMA to become more proactive and to increase that level of service."

After pledging to stay in touch and continue working with flood victims in the Midwest, Clinton told delegates his Administration is looking for ways to expedite the federal emergency management approval process. He also cited a bill he supports by Senator Barbara Mikulski (D-Md.) that seeks to professionalize FEMA.

"This is very important to me," he said. "I live in a state — or I did before I became president — that had the highest tornado occurrences per capita in America, and that regularly had floods and ice storms and drought. I've been through a lot of experience with FEMA," he told delegates. "And I think the American people are entitled to an emergency management agency that is as good and quick and competent as possible."

Clinton also said that he thinks it is important for the federal government to have long-term, coordinated plans in place for disaster relief during rebuilding periods. For example, he has asked Secretary of Agriculture Mike Espy to oversee the long-term management of efforts in the Midwest in the aftermath of the flood.

The session closed with NACo President John Stroger thanking Clinton for his time with conference delegates. "We stand here with you ready to face the challenges together and build on America's greatness," Stroger told the president.

ROBERTS *from page 6*

frustrating position to be in," she said.

Democrats must be careful in how they govern, Roberts warned. According to exit polls taken during last November's election, she cited, 58 percent want a small government that costs less and gives less. On the issue of abortion, she said, "There isn't a consensus on abortion, but there's a working consensus on the government's role — Legalize it, but don't pay for it."

Democrats must be careful not to "interpret vote for change ... as a vote for ... liberal values," she said. Anti-incumbent sentiment has grown, not weakened, she added, citing another poll where 78 percent don't think Congress is doing the job it was elected to do. There is "tremendous unrest about government."

So how do you govern well with a deficit of \$300 billion? Roberts asked. Some say cutting out waste is the answer, but "one person's waste is another person's essential public works project," she said, like a levee in Davenport, Iowa. "You really can't win in this."

Roberts blames Congress and the media for the public's misunderstanding about the impact of cutting government waste on the

deficit. The media and Congress make it appear as though "if you just get rid of all that waste, fraud and abuse, that the deficit will come down and you and I don't have to do anything."

So how does one govern in this

"One person's waste is another person's essential public works project."

*Cokie Roberts
ABC News correspondent*

atmosphere? "The only way it becomes possible for the Democratic Party and Bill Clinton is to govern in the middle," she believes, "for him to govern as he campaigned, really, as a new kind of Democrat."

During the question and answer period, Roberts fielded a question from Bill Melton, Dallas County (Texas) treasurer, about the fate of Representative Dan Rostenkowski (D-Ill.) who has been indirectly named by the former head of the House Post Office as having had

embezzled funds. "Without Dan Rostenkowski it will be much, much harder to do any of the things that Bill Clinton is trying to do," she replied. If indicted, Rostenkowski stands to lose his chairmanship of the House Ways and Means Committee. If investigators had any solid evidence on Rostenkowski, "they would have nailed him sooner," she said, "but obviously this is another chapter in it, and we don't know where it's going to come out."

Asked about the prognosis of health care reform, she predicted something would be done about insurance access and affordability, but beyond that, "it becomes very dicey."

"We've really just started the [health care reform] debate," she said, faulting leaders of both the Democratic and Republican parties for falling "flat on their backs" on the issue.

How can politicians prepare for the media in getting their story told in a better light, was another question.

Your story is "getting told in some ways better than it was," she said, pointing to the numerous news outlets available today: three major newspapers (*USA Today*, the *Wall Street Journal* and the

New York Times); 90-minute local news broadcasts; three major national newscasts; and other news shows like the McNeil-Lehrer News Hour, CNN, National Public Radio and C-SPAN. "It's out there to be gotten better than it ever has before."

SHALALA *from page 5*

more hospital closings."

By the same token, she did not see expanding urban health care systems as the answer to rural health care needs, either. "We cannot allow rural areas to be gobbled up by big urban centers that want to throw out a few clinics in rural areas."

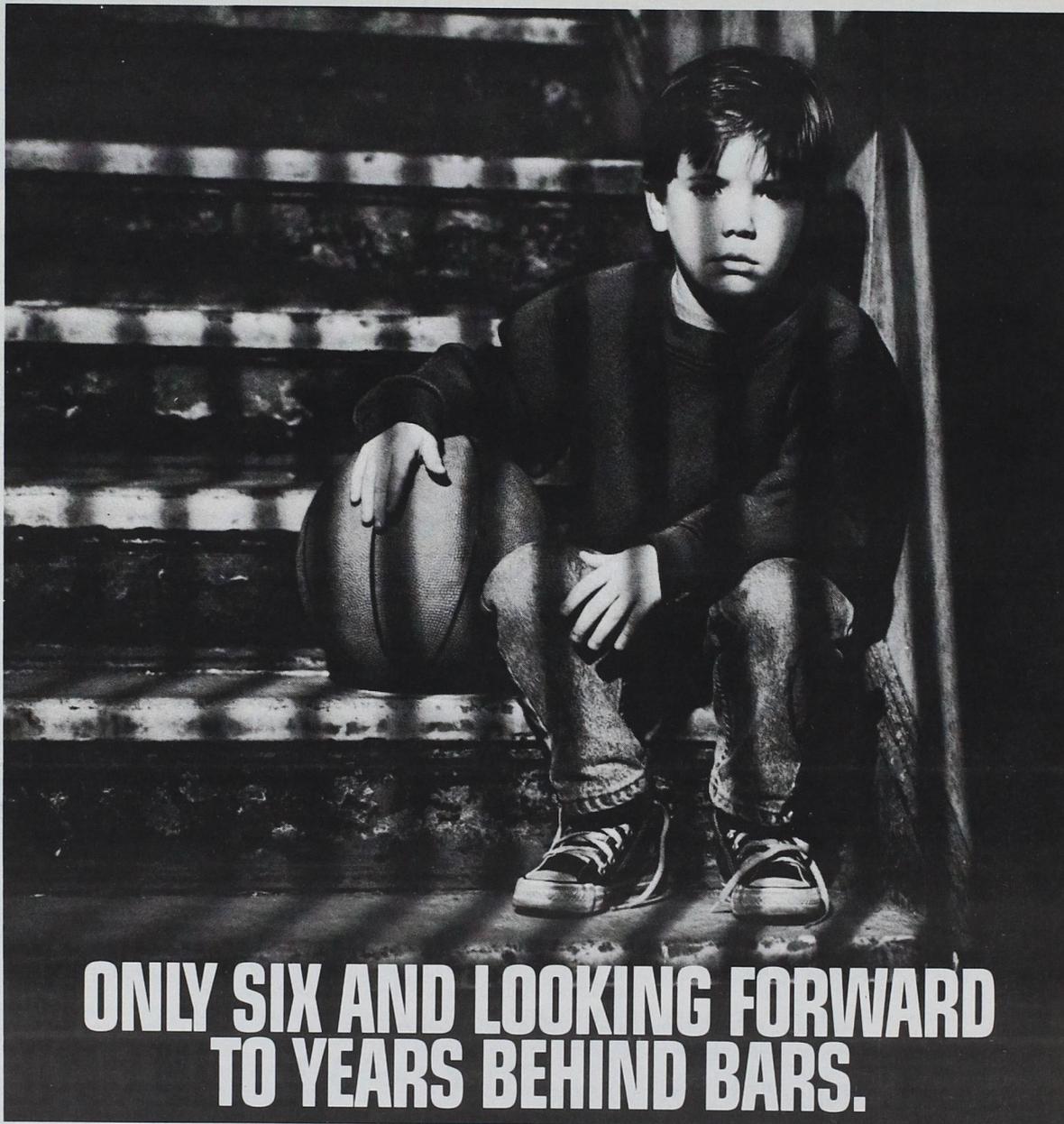
In response to a question about the role of public hospitals in a new system, Shalala said she recognizes that public hospitals expect to compete in the new system, but that public hospitals should recognize that the "new system is not merely designed for the middle class," nor will the "new system substitute for everything you're doing in public health."

When asked for assurances that county facilities or programs would also receive the same level of compensation for their services as other health care providers in the private sector, Shalala re-

sponded that "on the specific commitment you want, the president hasn't signed off, but we're very aware of your concerns."

Her acknowledgment that the Administration is aware of county concerns provided "a little bit of hope" to Terry Wood, Jacksonville-Duval County, Fla. councilmember, and chair, NACo Health Care Policy Advisory Committee. Wood explained that until this point, it had appeared that provider status for county programs would depend upon recognition by a state, instead of receiving independent designation under an Administration health reform plan.

"She showed that she had a familiarity with county operations. Her willingness to translate that into actual policy is what we need to stay on top of," Wood cautioned.



ONLY SIX AND LOOKING FORWARD TO YEARS BEHIND BARS.

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

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

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

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



The Academy for
State and Local
Government

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

Howard County, Md., committed to "total quality public service"

By Charles I. Ecker
Howard County (Md.) executive

In December of 1990 it was evident that Howard County, Md. faced two dilemmas: one that called for immediate action to curtail the increasing budget deficit, and one to put into place the long-term management criteria to bring about positive change for the future.

Handling the budget deficit, though difficult, was easy compared to the slow work involved in laying the foundation for a new management philosophy.

The "new" philosophy would involve all employees in helping to solve problems, in helping each other do the job better and in becoming obsessed with customer satisfaction.

As we struggled with the budget problems at hand, a small team worked on introducing "total quality management." The "total quality" concept was first presented to our senior staff members, then to our first-level employees, then to mid-managers.

Now after 30 months of talking,

reading and listening, I am proud to say my dream of a more empowered county employee is becoming a reality.

We aren't home yet, there is much work to be done, but the effort is now fueled by those employees who have been witnesses to what good comes from a team approach to problem resolution and continuous improvement.

For more than 18 months, I have been meeting twice a month with about a dozen Howard County government employees at a time over informal breakfasts in my office. We just talk — about what they feel, what are the impediments to their jobs, how can we do it better, together.

These breakfasts, along with the almost 200 suggestions I have received in our suggestion boxes, have allowed me to be more in tune with each employee.

It is our goal to have touched every one of the 1,700 employees of Howard County government with some form of "total quality training" by July of 1994.

With help from our community college, we have trained more



Howard County (Md.) Executive Charles I. Ecker (third from right) gets a lesson in "sweeping the floor" from a group of employees after their morning breakfast meeting.

than 75 of our staff in "total quality public service" (our jargon for continuous quality improvement), and we have graduated one class of

"Train the Trainers."

But we have also managed some accomplishments along the way. We have:

- established a steering committee and charter
- empowered 10 teams of employees to look at broad-based, cross-departmental issues
- implemented "total quality" within five departments to deliver improved public service with fewer resources
- established a working group outside of county government to begin the process toward a "total quality community" and to reconnect our citizens with government, and
- identified areas where we are weak and implemented strategies to react.

Our goal is to expose the philosophies of "total quality improvement" to those who make county government run, to have our managers include all employees in strategic planning and to see this exists outside of political change.

Our county council has been cooperative and receptive to this process. The business community has stepped forward to share its knowledge and expertise with us without charge or obligation.

Our employees have been patient and understanding as we experiment with trial and error to get the job started.

I believe this is not a fad, and certainly not new. My belief has always been "If you want to know how to sweep the floor better, ask the person who sweeps the floor." Further, we need to check with our citizens to see if we are really doing the job they want.

Terms like "customer" are so foreign to government that the mere mention is threatening to most bureaucrats.

Indeed, we do have customers, the same as the private sector, both

internal and external customers.

But we have restraints — regulations and laws — that define our boundaries, nonetheless, we still have the power to deliver better service within our boundaries.

For example, our police department recently worked with the residents of an apartment complex riddled with drug problems. Together they set in place the necessary effort to move the drugs out. Now, police have been provided with an apartment in the complex where they will have daily contact with the residents. This is community-oriented policing and total quality.

A team comprised of finance and legal department personnel have successfully devised a joint strategy to deal with overdue taxes, bills and fees.

We thought we were too busy to deal with the problems, but it turns out we were too busy not to deal with the problem. Since putting into practice new methods, we have more than tripled our collections with the same staff.

A referral form for citizen inquiries, designed to be used county-wide, has been developed by an action team; an employee orientation program is being proposed by another action team; and a third action team identified the opportunity to eliminate approximately 10,000 signatures a year from documents, and at the same time strengthen the oversight procedures. Our employees now look at each process and every document with an eye for continuous improvement.

These accomplishments and more have come from a short two-and-one-half-year experience with quality improvement.

Given the expansion of the program, with more people trained, great things should happen in years to come.

New Castle County, Del., first to sign NACoNET contract

New Castle County, Del., with a population of 450,000, has become the first county in the country to contract with EDS through the NACoNET Program. EDS will oversee the county's technology transition management.

NACoNET is a partnership between EDS and NACo designed to provide information technology services to counties nationwide.

EDS will provide on-site consulting services to review and evalu-

ate the county's current information technology (IT) plan, assess the county's IT goals and objectives, and make recommendations for implementing a technology transition management program.

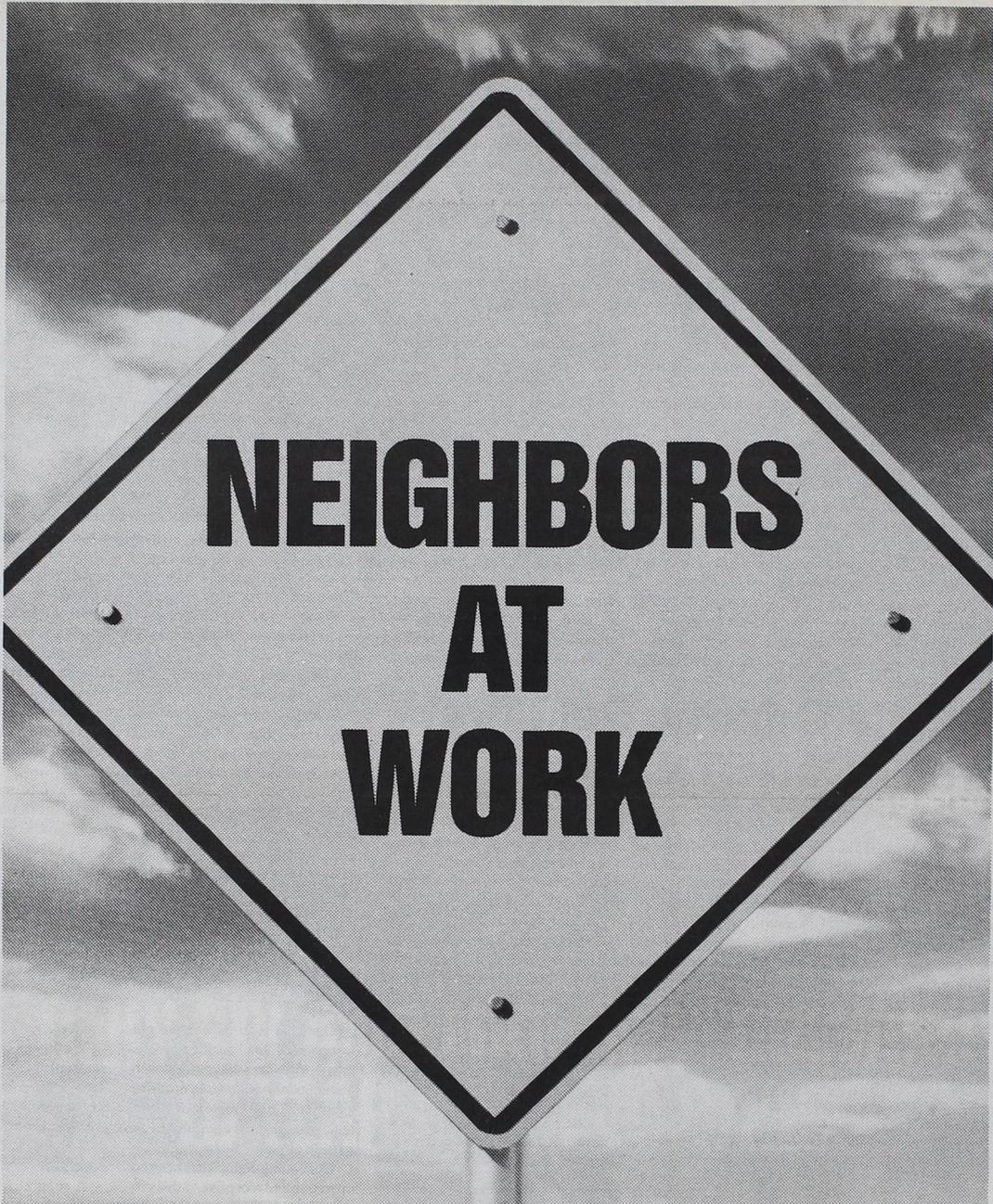
"This contract will help us to better protect our county's technology investments and ensure that we obtain their greatest return," explained Dennis Greenhouse, New Castle County executive. "New Castle County is known throughout the re-

gion as an innovative, responsive and visionary government. We recognize that keeping pace with changes in technology resources will enable us to continue to provide the best possible services to our citizens."

"We are proud to have New Castle County as the first 'official' customer of NACoNET," said Larry Naake, NACo executive director. "This initial effort will set the foundation for our innovative national program."



New Castle County (Del.) Executive Dennis Greenhouse signs a contract making New Castle the first county to participate in the NACoNET Program. Standing (l-r) are: Franklin D. Davis, director of administrative services, New Castle County, and Tom Davies, Ph.D., senior executive director, Local Government, EDS.



**NEIGHBORS
AT
WORK**

TO BUILD A STRONGER COMMUNITY, SIGN UP.

It's a sign of the times. People are coming together to rebuild their neighborhoods, and restore pride in their communities.

They're joining NeighborWorks. A special non-profit partnership of local residents, business and government leaders working to reverse housing decline.

By lending their skills, NeighborWorks volun-

teers have rebuilt over 100,000 homes... giving millions of neighbors a new lease on life. But many more need your help.

So, join NeighborWorks today and learn how you can help your neighbors and your nation.

Call 1-800-325-6957
or write NeighborWorks P.O. Box 41406,
Baltimore, MD
21203-6406.

NeighborWorks
Reversing decline. Rebuilding pride.



Reform and the government worker: a surge of fresh ideas

By Neal R. Peirce
Washington Post Writers Group

As the rest of the world becomes more keenly competitive, America's 87,000 state and local governments lag years behind the times in how they motivate, hire, promote and fire their 15.5 million employees.

Whether it's the safety of our drinking water, education of our children, policing of our communities, public health, highways, and much more, we all depend intimately on state and local government workers. Yet the national future could be threatened if states and localities keep postponing dramatic personnel reform in favor of "smoke and mirrors, chewing gum and baling wire."

That's the warning flare sent up by the two-year-old National Commission on the State and Local Public Service, headed by former Mississippi Governor William Winter, in a report released June 25.

"Governments operate antiquated and obsolete personnel, procurement and budget systems. They fail to invest in the most critical resource they have: their rank and file personnel," said the 27-member commission based at the

Rockefeller Institute at SUNY in Albany.

But after describing "a system undergoing death by a thousand paper cuts," the group of former elected officials, agency heads, scholar-experts and journalists tried to pick up the clues of the best experiments around the nation and suggest what could be done.

The list merits attention. Indeed, anytime a state or local official tells you his or her only problem is lack of money, ask if any of these reforms have been tried:

"Flatten" bureaucracies by reducing the number of management layers between the top and bottom of agencies. Cut way back on the ranks of managers who remain. Some of government's most egregious costs — and resistance to reform — come from bloated middle management. Smart corporations, to survive, have been cutting back left and right on mid-level management. Governments need to do the same.

Break hidebound civil service rules by curbing the use of seniority preference and potentially biased, outdated testing rules to pick people for government jobs. Cut back on job classifications (New York state, for example, has a preposterous 7,300).

Merit systems were invented a century ago, the commission said, "to recruit the most talented among our citizens into government." They were not invented "to employ legions of classification experts and personnel administrators who spend their days tracking bumping routes and rewriting job descriptions."

Reform firing rules. Often government managers are so stymied by burdensome civil service rules that they promote poor performers into new, useless jobs rather than go through torturous termination proceedings. Managers should be given free reign on firings as long as they adhere to basic requirements of law.

Think about government workers as people open to new challenges, human capital to be developed — just as progressive private firms do. Discard the old shibboleths of civic servants as sycophants interested solely in pay, benefits and pensions. Set aside at least three percent of payroll costs to train and retrain government employees.

Simplify the enormously complex pay levels that have built up in government. Cut back on individual pay-for-performance plans — they haven't produced good results. But adopt team-based pay-for-performance systems —

whether the team is several employees, a unit or an agency. The idea is that collective team responsibility builds accountability for excellence in service.

Provide government workers with promising career paths. But don't handcuff them to a lifetime in government service, or lock out lateral mid-career entry into government by talented people from business and non-profit sectors. The long-term national purpose is served with free entry in and out of government, with a work force that understands both worlds.

With more hope than proof, the commission suggests state and local governments may be ready for a new era of labor-management relations in which government managers involve front-line workers, including union leadership, in decision-making processes from the start. Unions, for their part, would be expected to forsake such protective devices as a premium on seniority and overly constraining work rules.

The point is that in the long run, incentives, respect, friendly challenges to our public work forces will achieve a great deal more than anti-government propaganda and crude tax revolts.

The fact is these folks do work for us. The sooner we learn to see

them as employees we value, instead of bureaucrats we hate, the better off we'll be.

The commission would involve citizens in problem-solving, strengthen lobbying rules and limit political fund-raising until six months before elections. There's even a fascinating suggestion that we could get rid of overlapping, competing governments through a "base-closure" approach akin to the commission method Congress now uses — an "all-or-nothing" measure — to deal with the politically explosive issue of cutting back military bases.

The idea of cutting back on our number of governments — 3,000 counties, 36,000 cities and towns, 15,000 school districts, 33,000 special districts — is refreshing, and timely. One can imagine the howls of protest from entrenched officials. But it's also true that Americans' disenchantment with government is at an historic high.

Our choice may be between mounting anti-government fervor and smart reforms. The commission wisely suggests we try the reforms first.

(Neal Peirce was one of the two journalist members of the Commission on the State and Local Public Service.)

(c) 1993, Washington Post Writers Group

Job market

ADMINISTRATIVE ASSISTANT — GLADES COUNTY, FLA.: Rural county in South Central Florida (Lake Okechobee area) is accepting applications from candidates with significant public administration experience to perform a variety of administrative duties. Under the direction of a five member Board of County Commissioners, serve as Chief Administrator Officer, and provides general supervision of County Departments. Strong management skills required with major experience in Planning and Zoning Degree in Business, Management or Planning is desired but will consider responsible and successful management experience as qualifying. Salary in the \$30,000 to \$45,000 range, depending on education and experience. Respond by letter and resume to: Chairman, Glades County Board of County Commissioners, Post Office Box 10, Moore Haven, Florida 33471 no later than August 20, 1993.

ASSISTANT COUNTY ADMINISTRATOR/DIRECTOR OF COMMUNITY SERVICES — LEON COUNTY, FLA.: Leon County, Florida's Capital County, is seeking an outstanding, top-level administrator to fill a newly created position. This position is Assistant County Administrator/Director of Community Services. This position supervises all programs which directly serve the public: Job Training Partnership Act (J.T.P.A.), Library Services, Emergency Management, Cooperative Extension, Animal Control, Probation Services, Veteran Services, Social Services, Health Department, Planning, Housing/CDBG, and Volunteer Services. Candidates should possess a strong local government background, extensive experience in management of personnel and resources, and proven ability to plan and execute work programs. Qualifications include a degree

in public administration or related field and six years of progressively responsible experience in management level positions in local government. The deadline for application is September 3, 1993. The position has a strong salary range and a very competitive employee benefits package. Send resume to: Leon County Personnel Division, Leon County Courthouse, Suite 108, Tallahassee, Florida 32301-1853. Phone (904) 487-2220. Leon County is an Equal Opportunity/Affirmative Action Employer.

ASSISTANT COUNTY MANAGER — YORK COUNTY, S.C.: (Pop: 132,000) Rapidly growing community located in the Charlotte, N.C. Metropolitan Area. Assists manager in operations of organization with approximately 500 employees and a \$37 million budget. Serves in the absence of County Manager and has supervisory responsibilities in the areas of Public Works, Planning and Development, Fire Protection, Emergency Management, Parks and Recreation, Medically Indigent Program, and Public Information. Desire master's degree in public administration, urban affairs, or related field with 3-5 years of experience or bachelor's degree in government administration or related field with 7-9 years experience. At least three years of supervisory experience is also required. Starting salary range \$47,803-\$52,584. Resume to County Manager, P.O. Box 66, York, S.C. 29745.

BUDGET AND MANAGEMENT COORDINATOR, FOREST PRESERVE DISTRICT — DUPAGE COUNTY, ILL.: Develops & implements annual budget; monitors performance & evaluates opportunities for productivity; prepares annual ordinances; works with staff in recommending productivity improvement; prepares & pre-

sents budget information for public hearings & commission meetings; prepares notices & documents for publishing as required by law; supervises staff engaged in budget/accounting functions. Requires: BA in Public Admin., Economics, or related, & 3 yrs exp. in accounting or public performance budgeting, including 1 yr exp. a supervisory/admin. capacity; or equivalent. Salary range \$32,331 - \$40,414 - \$48,497 comm. w/exp. plus excellent flexible benefit package. Submit resume (include Soc. Sec. #) BY 8/27/93 to: Forest Preserve District of DuPage County, P.O. Box 2339, Glen Ellyn, IL. 60138. EOE.

COUNTY MANAGER — DOUGLAS COUNTY, NEV.: Beautiful, growing, rural County just East of Lake Tahoe. Douglas County offers a quality lifestyle, excellent schools and abundant winter and summer recreational opportunities. Looking for an experienced public sector manager with diverse technical, budgetary and administrative experience. Must be a highly motivated, creative, and effective administrator. Must have strong organizational and communication skills. B.A. in public/business administration or related field and at least 5-7 years of highly responsible work as a City/County Manager, Assistant Manager or department head. M.P.A. desired. Oversees administrative departments and works with elected department heads and reports to a 5 member County Commission. Salary in the \$63,024 - \$78,790 range. An informational brochure and application material are available. Apply by September 3, 1993. For detailed information call (702) 782-9860; or write to Personnel Department, P.O. Box 218, Minden, NV 89423.

DIRECTOR, MAHONING COUNTY CHILD SUPPORT EN-

FORCEMENT AGENCY —

MAHONING COUNTY, OHIO: Under the administrative direction of the Board of Mahoning County Commissioners, the Director is responsible for managing the performance of all Child Support Enforcement activities in Mahoning County. Candidates must have knowledge of relevant provisions of federal and state laws governing Child Support Enforcement and of Ohio Family Law. Candidates must be capable of working with agency staff to establish agency goals and objectives, establish agency policies and procedures, managing the day-to-day operations of the 69-member staff, working cooperatively with other local and state social services agencies and representing the agency to the public and to the Board of Mahoning County Commissioners. A bachelor's and/or advanced degree in Social Work, Public Administration, or related field and a minimum of six years experience including administrative and a human services, child support, or other social agency are required. Salary to commensurate with education and experience. Please submit cover letter and resume no later than August 31, 1993 to: Frank Vari, Attention CSEA Screening Committee, 120 Market Street, Youngstown, OH 44503. Mahoning County is an equal employment/affirmative action employer. All inquiries will be held confidential. Please no phone calls.

DIRECTOR OF MANAGEMENT SERVICES — LEON COUNTY, FLA.: Leon County, Florida's Capital County, is seeking an outstanding, top-level administrator to fill a newly created position. This position is Director of Management Services. This position supervises all internal operations including Management and Budget, Purchasing, Management Information Systems/Geographic Information Systems/Criminal Justice Information Systems, Facilities Management, Human Resources, Minority Business Enterprise, Fleet Management, Risk Management, and

Equal Employment Opportunity. Candidate should possess a strong local government background, extensive experience in managing personnel and resources and proven ability to plan and execute work programs. Qualifications include a degree in public administration or related field and six years progressively responsible experience in management level positions in local government. The deadline for application is September 3, 1993. The position has a strong salary range and a very competitive employee benefits package. Send resume to: Leon County Personnel Division, Leon County Courthouse, Suite 108, Tallahassee, Florida, 32301-1853. (904) 487-2220. Leon County is an Equal Opportunity/Affirmative Action Employer.

Job Market - Classified Rate Schedule

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

Display Classified: \$30 per column inch.

Billing: Invoices will be sent after publication.

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

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

Be sure to include billing information along with copy.

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

We Raise The Roof...

...To Lower The Risk

**Raising the Standard
for Public Entity
Risk Management Services**



**Claims Management • Risk Control
Insurance Brokerage • Pool Administration
Self-Insurance Administration
Actuarial Consulting • Employee Benefits**

**Sedgwick National Public Entity Division
PO Box 21804 Columbia, South Carolina 29221 803/772-1111**



Sedgwick