

# County News

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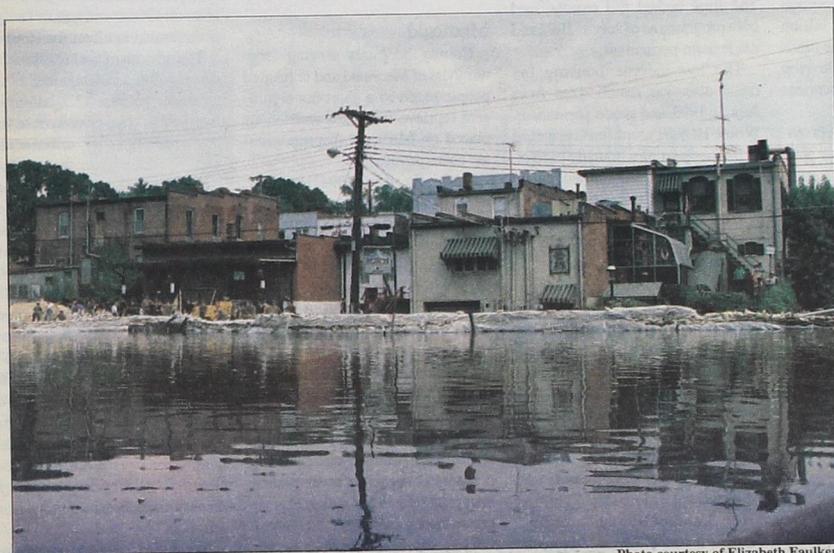


Photo courtesy of Elizabeth Faulkenberry

Throughout the Midwest last week, towns like Festus, Mo., above, struggled to hold back the Mississippi and her sister rivers. Among the hardest hit states in the nine-state flood area, was Missouri. *County News* reporter, Jill Conley, spent five days in Missouri, witnessing county governments' struggles and triumphs. Her report begins on page 8.

## NACo announces flood relief network

NACo and the Extension Service are undertaking a joint venture, using electronic and audio telecommunications to link counties wishing to donate goods or services with counties in the flood-affected areas.

Initially, a needs inventory will be compiled by the Extension Service, and then relayed to potential donor counties across the country through the intermediary efforts of Extension offices and state associations of counties.

It is anticipated that flood-affected counties have needs for specialized personnel to assess damage; individuals who have experience in disaster management, equipment and supplies; and specialized assistance of various kinds.

Initial assessments have already begun, according to Ted Maher who is coordinating the network for the Extension Service. Future issues of *County News* will provide more information about how to link with the telecommunications network.

In the meantime, for more general information, contact Ted Maher, Extension Service, USDA, 3865 South Building, Washington, DC 20250, 202/720-7185.



## Local governments declare war on unfunded federal mandates

Citing growing fiscal burdens and intrusions that distort local priorities, leaders of four Washington organizations representing local governments announced today their national campaign to stop unfunded federal mandates.

The term "unfunded federal mandate" describes Washington's practice of imposing, but not funding, a costly program or requirement that local governments are directed to carry out.

In a Washington news conference, four national public interest groups — NACo, the U.S. Conference of Mayors (USCM), the Na-

tional League of Cities (NLC) and the International City/County Management Association (ICMA) — unveiled plans for National Unfunded Mandates Day — Wednesday, Oct. 27 — which will be the official kick-off for their campaign to raise public awareness and understanding of mandates.

On that day, city and county officials across the nation will hold news conferences and public forums to call attention to the impact of mandates on local operations and budgets.

Efforts also will be undertaken to urge Congress to enact legislation that relieves or reimburses local governments of the burdens of mandated programs. "We want to make it clear we have no quarrel with the intentions of the laws — to provide clean water or handicapped accessibility or proper disposal of toxic waste," said USCM President and Louisville (Ky.) Mayor Jerry Abramson. "But when the good intentions of these laws are put into the hands of the bureaucrats who have no idea or concern about what their mandates are going to cost, you have a horror story."

Two surveys, which will show the actual costs of mandates on local governments, will be released on National Unfunded Mandates

Day. One survey, conducted by NACo, will assess the impact of 12 mandated programs on 400 counties, while the other, by USCM, will measure the burden of 10 mandates on more than 1,000 cities. Price Waterhouse, a leading U.S. accounting firm, will compile the results and produce the survey reports.

"Mandates are really hidden taxes. They are imposed on local governments, who have no choice

but to pass the costs on to their constituents," said NACo President and Pinellas County (Fla.) Commissioner Barbara Sheen Todd.

"The public must understand that every dollar that is spent on an unfunded mandate is one dollar less in our budgets that could be used to fight crime and drug abuse, improve education, provide health services, expand public housing, increase access to welfare and en-

hance transportation services," she added.

"This campaign will work toward educating the people we serve about the extent and impact of mandates. The surveys that we will be conducting will offer a true picture of that impact."

The surveys will ask officials to

See *NO MANDATES*, page 5



Photo by Tom Goodman

(l-r) NACo President Barbara Sheen Todd addresses the media during the Aug. 12 news conference launching the campaign to stop unfunded federal mandates. U.S. Conference of Mayors President Jerry Abramson and Milwaukee County (Wis.) Executive Thomas Ament wait their turn for questions.

### INSIDE

□ The just-passed budget reconciliation bill had more good news for counties than expected.

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□ NACo Executive Director Larry Naake reports on a new initiative to bring domestic peace to the nation.

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□ *County News* wraps up its Annual Conference coverage.

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# Counties gain in budget bill despite expectations

By Ralph Tabor  
legislative director

The final version of the budget reconciliation bill passed Aug. 6 by Congress turned out to be far better for counties than had been expected.

Despite complicated Senate parliamentary rules on what provisions were germane, the bill contained funding for the most of the children's initiatives — family preservation, expanded eligibility for food stamps and a larger immunization program for children. The earned income tax credit provision would reduce taxes for over 10 million low- and moderate-income working families.

Two key county bond programs — small-issue industrial development and mortgage revenue — were permanently authorized, as well as the low-income housing tax credit.

The Btu energy tax was dropped and replaced with a 4.3 cents transportation fuels tax. Counties, cities and states are exempted from paying the tax.

After almost a decade of talking about enterprise zones, the bill authorizes a limited pilot program for empowerment and enterprise zones.

On the negative side, the bill would decrease Medicaid reimbursement rates sharply for county and non-profit hospitals serving a disproportionate share of Medicaid patients.

The bill did not include tax simplification provisions for county bonds that were advocated by NACo and other state and local government organizations.

The House-passed provision to

increase the minimum threshold for Medicare payroll taxes for election workers, volunteers and summer youth workers was dropped in conference.

## Children's programs

All of the NACo-supported children's initiatives have been included in the budget bill. Highlights of this victory include passage of a scaled-down Family Preservation Act, which will make \$1 billion available over five years. The funds will be used to expand or develop community-based support services for children and families.

Child support enforcement provisions have been expanded for state paternity establishment program standards, health insurance support, and reporting to credit bureaus of persons delinquent in child support payments.

The earned income tax credit has been expanded through a five-year, \$20.8 billion tax cut for low- and moderate-income working families. Working families with yearly earnings under \$25,000 would be eligible for the tax break. In addition, it would enable families of four with a full-time worker to reach the poverty level.

The Food Stamp Program received a \$2.5 billion, five-year increase in funding. Modifications were made to the program to allow increased participation by excluding certain welfare benefits considered as income, and raising the threshold value of vehicles needed to find and maintain employment.

Two items became casualties of the conference process. The \$300

million for undocumented immigrant health costs was cut. Also, the conferees agreed to reduce the enhanced administrative matches for Aid to Families with Dependent Children (AFDC) and food stamps.

## Bond programs

The small-issue industrial development and mortgage revenue bond programs expired June 30, 1992. The final budget bill reauthorized both programs as of July 1, 1992 and made them permanent.

The low-income housing tax credit also was reauthorized from July 1, 1992 and made permanent. Where HOME grant funds are used to finance part of a housing project, the value of the tax credit will not be decreased as under existing law.

The Targeted Jobs Tax Credit Program was extended from July 1, 1992 to Dec. 31, 1994.

## Energy tax

The House-passed Btu energy tax was dropped in the Senate Finance Committee because of widespread and strong opposition. Counties particularly were concerned about not being exempt from the tax as is the case for other federal taxes. The cost to state and local governments was estimated to be more than \$3 billion a year. The final legislation retained the Senate-passed 4.3 cents transportation fuels tax and exempted counties, cities and states from paying the tax.

The Senate provision to dedicate fuels tax revenues to the highway trust fund was dropped in conference. Under the scoring system used for budget purposes, the funds could

have been counted as deficit reduction revenues, but House conferees objected. The revenues will go into the general fund.

The additional 2.5 cents gasoline tax adopted in 1990 was extended permanently. The tax was scheduled to expire Sept. 30, 1995. The revenues generated from highway use will be dedicated to the highway and transit trust funds after Oct. 1, 1995.

## Medicaid

County hospitals serving large numbers of Medicaid and uninsured people received a short but significant reprieve from new restrictions placed on Medicaid disproportionate-share payments.

During the state's 1994 fiscal year, a transition period will allow hospitals with a high percentage of Medicaid patients to continue to receive higher reimbursements. Private hospitals will be placed under the same restrictions as all public hospitals when the transition period ends in state fiscal year 1995.

Childhood immunizations received a \$585 million boost for children under Medicaid and for uninsured children. The provision does not include a national tracking system or funds for outreach or increased clinic hours. Additional legislation is pending on those provisions.

Congress made further restrictions on the ability to transfer assets to qualify for Medicaid payments for institutional long-term care. The state's ability to recover Medicaid payments from a beneficiary's estate was strengthened.

Under the bill, a new state Medicaid option was created for drugs, therapy

and other ambulatory services provided to low-income individuals infected with tuberculosis.

## Empowerment zones

The budget bill authorizes nine empowerment zones of which not more than six may be designated in urban areas and not more than three in rural areas. The act also creates 95 enterprise communities (65 in urban areas and 30 in rural areas). Designations remain in effect for 10 years.

The amount of tax breaks for businesses located in designated zones is estimated to cost \$2.5 billion over five years. The poverty rate is the primary eligibility criteria along with restrictions on the maximum population (200,000 for urban areas and 30,000 for rural areas) and limits on size (20 square miles for urban or 1,000 square miles for rural areas).

The bill authorizes \$1 billion for grants under the Title XX social services program in zones and communities over two years. Urban empowerment zones are eligible for \$100 million and rural zones for \$40 million. Roughly \$3 million is available over two years for the 95 enterprise communities. Since these grants are coming out of Title XX of the Social Security Act, they only can be spent on social services in zones and communities.

Tax-exempt enterprise zone facility bonds are available in empowerment zones and enterprise communities but will be counted under state volume caps. Businesses in empowerment zones are eligible for employer tax credits for a portion of the wages paid to employees who work and reside in zones.

## NACo providing input to Working Group on Welfare Reform

By Thomas L. Joseph III  
associate legislative director

Pledging to "end welfare as we know it," President Clinton outlined his vision for reform at NACo's Annual Conference and has convened a federal interagency work

group to study and make recommendations on the issue, with NACo providing input.

John Monahan, director of inter-governmental affairs at the Department of Health and Human Services (HHS), was on hand at the welfare reform workshop at the conference to further explain Clinton's vision.

## Comments sought for landfill deadline extension

After a three-week delay, EPA finally issued, on July 28, its *Federal Register* notice proposing to extend the deadline for compliance by small landfills with the Subtitle D landfill regulations. The proposed extension was the subject of a hearing before the Senate Subcommittee on Superfund, Recycling and Solid Waste Management on July 29.

John Torbert, executive director of the Kansas Association of Counties, testified on behalf of NACo.

Written comments on the proposed rule will be accepted until Aug. 27. The final rule is expected to be promulgated by Oct. 1.

Copies of the *Federal Register* notice and a sample comment letter can be obtained from Diane Shea at NACo, 202/942-4269.

## 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.

## "End welfare as we know it."

President Bill Clinton

The work group, formally called the Working Group on Welfare Reform, Family Support and Independence, is comprised of 27 high-level officials, Monahan explained. It has begun a public process to develop ideas and policy options through a

series of regional visits and regular meetings with individuals and representatives of groups.

Two regional visits were scheduled for August — Aug. 11 in Chicago, Ill. and Aug. 19 in Washington, D.C. A visit to New Jersey has been

tentatively scheduled for Sept. 9 or 10, California on Oct. 7 and Tennessee on Oct. 28.

The work group will collect ideas and opinions on welfare and assess public reaction to concepts under development by the working group. NACo is planning to participate at both the Chicago and Washington hearings and has offered to assist in

See WELFARE, page 15

## House committee approves airport bill

By Robert J. Fogel  
associate legislative director

The House Public Works and Transportation Committee approved legislation which reauthorizes the Airport and Airway Improvement Act for three years. Counties, which own and operate more than one-third of the airports in the United States have been watching this measure closely. Commissioner Andy Warren of Bucks County, Pa., who chairs NACo's Transportation Steering Committee, stated that, "NACo applauds the action

of the Public Works and Transportation Committee. Counties are pleased to see that members of Congress continue to recognize the need to continue federal investment in infrastructure owned by local governments."

H.R. 2739, the Aviation Infrastructure Investment Act, includes the extension of the Airport Improvement Program, a 1993 NACo legislative priority. This is the federal program which provides publicly owned airports with grants for capital improvement projects. The approved funding levels are \$2.105 billion for FY94, \$2.161 billion for FY95 and \$2.214 billion for FY96.

Additionally, the Federal Aviation Administration facilities, equipment and operations program was extended for three years, including authorizing almost \$8 billion for the air traffic control system. Several amendments were also made to passenger facilities charges, the provision which allows airports to collect a fee from each passenger using the airport.

Following Congress' summer recess, the full House will vote on H.R. 2739. In the Senate, the Commerce Committee is expected to start acting on its version of the legislation in September.

# Publisher's Perspective

## A Partnership for Domestic Peace

By Larry E. Naake

Our nation's counties, working with Attorney General Janet Reno and a broad spectrum of national organizations, have an opportunity to radically change our approach to crime in America ... by stressing early prevention; by stressing better health, education and social services; and by fostering cooperation rather than bureaucratic turf battles.

In February 1993, NACo and several other national organizations met to explore how we could develop a consensus statement on crime policy that could guide the new Administration. The meetings were convened by the American Bar Association (ABA) under the leadership of R. William Ide III, its new president.

The statement, which ultimately was adopted by 28 national organizations, including NACo, the ABA, the National Sheriffs' Association, the National Conference of State Legislatures and the U.S. Conference of Mayors, was designed to be thoughtful and proactive, but at the same time to carefully reflect the most forward-looking policies of the participating organizations.

On July 6, the 28 organizations met with the attorney general for almost two hours to review the consensus statement and to consider its implementation. Among other points of agreement, the joint statement emphasizes the importance of prevention, the need to reform the juvenile justice system and the necessity to forge a "partnership with state and local officials." The statement supports the use of community corrections for non-violent offenders and the need for more balanced funding of the justice system. It calls for wiser spending in criminal justice and far greater attention to drug abuse education, prevention and treatment.

Perhaps most significantly, the statement recognizes that the criminal justice system cannot solve its problems on its own — "that law enforcement plays an important, but limited role in dealing with broad societal problems like drug use."

NACo has long maintained that general government elected officials possess a unique potential to reform the system by managing multiple functions, such as health and human services, to get at the underlying causes of our problems.

We are encouraged that 28 national organizations have agreed on a substantive policy. We are pleased that the NACo delegates at the Annual Conference unani-

mously reaffirmed their support for the policy statement.

In her keynote address to the NACo conference, Reno praised NACo's involvement in developing the coalition position and called

for sustained cooperation and partnership.

In October, this impressive coalition of national organizations will attempt to implement Reno's call for a new collaboration. A

national "Summit on Crime and Delinquency" will serve as a forum for stimulating multidisciplinary cooperation among federal, state and local interests with respect to the new directions principles.

The summit will be a "call for action," not an academic debate or call for studies and surveys. Janet Reno, NACo and the ABA have all called for collaborative action. The real work has just begun.



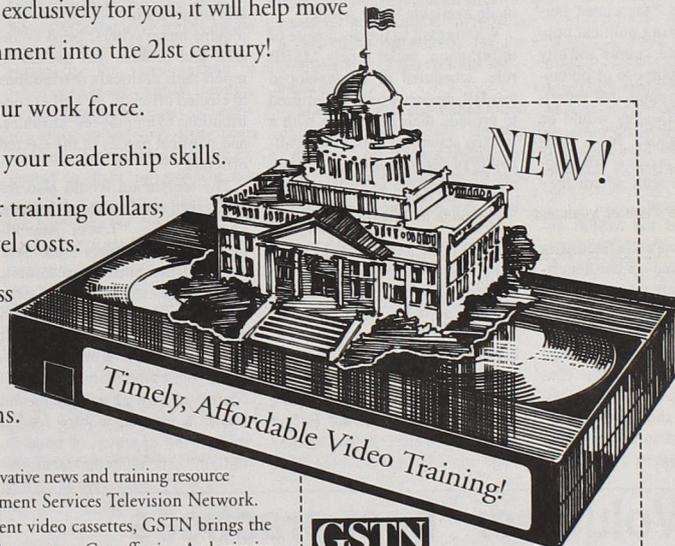
Larry Naake

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# Municipal bond market in store for more regulation

By Cathy Spain  
 Government Finance  
 Officers Association

Reports appearing in the press of alleged abuses involving the selection of underwriters and other activities have put a regulatory spotlight on the municipal bond market. Members of Congress and others are asking if the current regulatory structure is adequate.

Last week, the Municipal Securities Rulemaking Board (MSRB), a self-regulatory organization established by Congress to develop rules of practice for municipal securities dealers, announced two regulatory initiatives aimed at curbing abuses in the municipal bond market and improving the disclosure of information about issuers of municipal securities. The MSRB plan, which imposes new requirements on dealers of municipal securities, calls for the adoption of a new MSRB rule prohibiting dealers and "associated persons" from making political contributions to state, county and city issuers for the purpose of obtaining or retaining municipal securities business. Dealers would be required to disclose, for a four-year period, all political contributions to issuers with whom they have done business.

In advance of the MSRB announcement, the Public Securities Association called on the Securities and Exchange Commission (SEC) to promulgate regulations requiring state, county and city issuers to report political campaign contributions and potential conflicts of interest.

In addition, the trade group, which represents municipal securities dealers, asked the SEC to

require state and local governments to submit financial information to a national repository established by the MSRB. The justification given for the new federal mandate was to "ensure public confidence in the market and protect the interests of individual investors."

Under MSRB's two-part proposal on political contributions, the term "associated person" means, in general, securities professionals. It would apply to all situations in which an official of a county, city or state has discretion to select a dealer. These situations include dealers acting as negotiated underwriters, financial advisors, placement agents and negotiated remarketing agents. Where contributions are made, dealers would be required to disclose all contributions made two years before and two years after the business was awarded. Dealers would send this information to the MSRB and the information would be made available to the public.

With regard to the disclosure of information, under a new MSRB rule, scheduled to be developed this fall, dealers would be required to provide their customers with a written statement about the availability of current information from the issuer of the securities being sold. For example, the securities professional would be required to indicate if the issuer had promised in its official statement to provide financial data such as a comprehensive annual financial report and other information relevant to bondholders on an annual basis.

The MSRB rules will be issued in proposed form and there will be a formal comment period. Before they can take effect, however, they must win approval from the SEC.

Congress is expected to enter this debate with hearings tentatively planned for September by the House Subcommittee on Telecommunications and Finance. Representative John Dingell (D-Mich.), chairman of the Energy and Commerce Committee, and Representative Edward Markey (D-Mass.), chairman of the Telecommunications Subcommittee, intend to review the present scheme of regulation in the municipal bond market "in light of the current scandals." In preparation for these hearings, they have asked the SEC, MSRB and the National Association of Securities Dealers, which has responsibility for enforcing MSRB rules, to provide an assessment of the regulatory framework.

In addition, the chairman and the ranking minority member of the House Committee on Banking, Finance and Urban Affairs, Representatives Henry B. Gonzalez (D-Texas) and Jim Leach (R-Iowa), have proposed a change in the federal securities laws (H.R. 2464) to require underwriters, bond counselors, and brokers and dealers to report their political contributions to elected officials, as well as contributions to employees, affiliates, and political parties of the elected officials.

The legislation would also repeal a section of the securities laws known as the "Tower Amendment," which severely limits SEC and MSRB regulation of issuers. This change could lead to an array of costly new federal mandates on state and local governments; result in the federal government dictating to issuers the timing, form and content of official statements and financial reports; require federal review and approval of bond issues; influence state and local gov-

ernment accounting standards and practices; pre-empt state oversight of the debt issuance process, and hold the potential for disruption of the otherwise efficient and well-

functioning municipal bond market. (Cathy Spain is the Federal Liaison Center director for the Government Finance Officers Association.)

## NACo on the move

◆ Newly elected President **Barbara Todd**, Executive Director **Larry Naake** and Associate Legislative Director **Donald Murray** met with representatives of the American Bar Association's Section on Urban State and Local Government Law, Aug. 8. They discussed possible joint efforts in developing innovative structural, fiscal and political approaches to problem solving. ... On Aug. 6-7, **Todd** spoke to delegates at the South Carolina Association of Counties' conference in Hilton Head, S.C.

◆ On July 22, **Kaye Braaten**, NACo county service representative, and **Sharon Lawrence**, research director, spoke on a panel before a meeting of Girls Nation in Washington, D.C. about careers in government. ... **Braaten** and Membership Coordinator **Susan Parrish** attended a meeting of the Pennsylvania Association of Counties in Hershey, Pa., Aug. 11, to promote NACo membership.

◆ At a meeting of the White House Interagency Task Force on Wetlands, last month, Associate Legislative Director **Diane Shea** presented NACo's policy on wetlands. The task force is charged with developing the Administration's position on the issue.

◆ County Health Policy Project Director **Mary Uyeda** gave an update on NACo's rural health interests and activities at the National Conference for State Offices of Rural Health, July 8 in Washington, D.C.

◆ In Austin, Texas, Aug. 12, Research Associate **Robin Fernkas** updated participants at the Texas Association of Service Delivery Area Administrators' meeting on employment and training legislation.

◆ Several new names have been added to the NACo employee roster. **Melissa del Casal** has joined the Research Department as an intern. **Winifred Lyday** is the new information technology consultant coordinating the NACoNET Project. And in the Legislative Affairs Department, **Donna Middleton** will be working as a legislative assistant, and **Betty Thomas** is the newest addition to the secretarial support team. ... NACo has also hired two area teens as part of its summer hiring program for disadvantaged youth. **Lakitta McRae** is helping out in the mail room and **Henry Culbreath** is assisting with building maintenance. Both were hired through Martha's Table, a youth advocacy group.

## Volunteer "best practices" guide now available

NACo's Volunteerism Project announces the publication of a best practices guide titled, "Volunteers and Counties: Partners in Service." The booklet highlights 12 innovative volunteer programs from counties across the country. These volunteer programs have had a significant impact on their local communities and have enhanced services provided by the county government.

Any county interested in be-

ginning a volunteer program, or any established program wishing to expand, will find the guide a useful starting point for their efforts. The guide describes the background, program development, operation and resources required of each of the 12 county volunteer programs highlighted in the text.

From rural Glynn County, Georgia's "handicapped parking" enforcement by volunteers with disabilities to San Bernardino

County, California's peer counseling for senior citizens, the guide offers county officials and staff creative solutions to service cutbacks and budget shortfalls.

If you would like to receive a copy of the best practices guide, or more information about NACo's Volunteerism Project, please contact Sandra Reinsel Markwood or Peter Lane, NACo, 440 First St., N.W., Washington, DC 20001, 202/942-4235.

## Clarification

Due to a production error, five lines of text were dropped from the report on Health and Human Services Secretary Donna Shalala's address to delegates at the Annual Conference in the

Aug. 2 issue of *County News*. (See page 5, "Shalala fields questions on Clinton health care reform plan.") The omitted lines should have appeared at the top of the continuation of the story on page 7. The correct

text on page 7 should read, "would stem the tide of rural hospital closings, a concern expressed by several questioners. 'We can't assure anyone that there won't be more hospital closings.'"

## County News

"THE WISDOM TO KNOW AND THE  
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# Franchising authorities need certification to regulate cable rates

By Norman M. Sinel  
and Patrick J. Grant

*(This article summarizes the basic rate regulation process established by the Cable Television Consumer Protection and Competition Act of 1992 and the implementing rules promulgated by the Federal Communications Commission (FCC). It also describes the steps a franchising authority must take to implement rate regulation at the local level. The new rate regulation process becomes effective on Sept. 1, 1993.)*

## Rate regulation process

Under the 1992 Act, a certified franchising authority may regulate rates for the "basic service tier," as well as charges for associated equipment installation and services in franchise areas where there is no "effective competition." Generally, the basic service tier is that which contains all local broadcast signals and public, educational and governmental ("PEG") channels. The cable operator may choose to add additional video programming to basic service.

The FCC will regulate rates for "cable programming services" (and related equipment), but only in response to complaints by subscribers, franchising authorities or

other government agencies. "Cable programming services" refers to all services offered on the cable system other than basic service or premium services. Premium services are those offered on a per-channel or pay-per-view basis, and they are not regulated under the new law.

The FCC published a series of "benchmark" rates to assist franchising authorities in determining the reasonableness of basic service rates. The benchmarks are intended to simulate the rates of cable systems in competitive markets.

Generally, if a cable operator's current rates are higher than the benchmark applicable to that system, and its rates as of Sept. 30, 1992 were also higher than the applicable benchmark, a certified franchising authority may order the operator to roll back the Sept. 30 rates by 10 percent or to the benchmark, whichever adjustment yields the higher rates.

After the initial rates are approved under the benchmark approach, a cable operator may seek to increase its rates on an annual basis, subject to price caps set by the FCC. If an operator's rates exceed the rates permitted under the benchmarks, it can file a "cost of service" showing to justify higher rates.

In regulating "cable programming service" rates, the FCC will

use the same benchmarks applicable to basic rates (or an operator can make a "cost of service" showing to the FCC). By using the same system for all regulated services, rate regulation will be "tier-neutral," thus minimizing any incentive for operators to shift programming to tiers other than basic service to avoid regulation.

## Certification for franchising authorities

As noted above, only certified franchising authorities can regulate basic rates or order rollbacks of existing rates. A franchising authority can become certified to regulate basic service rates at any time, although it may be advantageous to seek certification before the current FCC rate freeze is lifted on Nov. 15. After Nov. 15, operators may increase rates, without approval, if the franchising authority is not certified.

Franchising authorities may begin filing certification requests on Sept. 1. Two or more franchising authorities may file joint certifications. Communities may file jointly regardless of whether they are served by the same system or whether rates are uniform throughout the franchise areas. Communities filing jointly may share costs and hold joint hearings but are expected to make independent rate

decisions.

FCC contemplates that obtaining certification will be a simple process and, for the overwhelming majority of franchising authorities, will be essentially automatic. A certification request must be filed on FCC Form 328, which was scheduled to be released by the FCC on Aug. 9. Copies may be obtained from the FCC or NACo.

The FCC form requires franchising authorities simply to check a few boxes "Yes" or "No," and the certification will become effective 30 days after the form has been sent to the cable operator(s) and filed with the FCC. The FCC will not contact individual franchising authorities unless it denies certification.

The FCC rules also establish procedures by which a cable operator or other interested parties may challenge a franchising authority's certification request.

One additional step a franchising authority is required to take is to adopt a rule stating that it will follow the rate regulations promulgated by the FCC and it will provide a reasonable opportunity for the consideration of the views of interested parties.

The FCC has stated that adoption of the rule is not intended to be an "onerous" requirement. According to the rate order, a straightforward

rule stating that the local franchising authority will follow the rate regulation rules promulgated by the commission will suffice. A franchising authority has up to 120 days after certification becomes effective to adopt such rules. However, franchising authority need not wait until a certification becomes effective to adopt the rule; rather, it may do so prior to filing for certification or while the request is pending at the FCC.

The last step necessary to trigger rate regulation at the local level is that a franchising authority must give notice to the cable operator that it is certified and that it has adopted the required local rule. A cable operator then has 30 days after such notice to file its rate justification with the franchising authority on FCC Form 393.

More information regarding rate regulation can be obtained from NACo or the authors and will be the subject of future articles in *County News*.

*(The authors are partners in the Washington law firm of Arnold & Porter which assists NACo on federal cable matters. For more information regarding rate regulation or other cable regulatory matters, you may contact the authors at 202/872-6700.)*

## NO MANDATES from page 1

estimate annual staff hours and non-labor budgets costs in fiscal year 1993 for mandates covering areas such as clean air and water, solid waste disposal, endangered species, employee compensation, and access for the disabled. The surveys also will ask for future capital costs.

In addition to gathering specific information through the surveys, the organizations will be compiling and distributing information for local officials to use in broad-based public education campaigns in their communities.

"Last week's action by Congress to attempt to control federal spending is a welcome step forward. Washington must begin to tackle its budget problems, just as cities have been doing for years," said Columbus (Ohio) Mayor Greg Lashutka, chairman of the NLC Policy Committee on Finance, Administration and Intergovernmental Relations. "However, efforts to control federal spending may cause increased mandates and regulations imposed on local governments without any funding to implement them.

The information we are gathering will be compiled in a way that will help local officials educate their citizens, the opinion leaders of their communities and the congressional delegations about the costs and impacts of unfunded mandates," Mayor Lashutka said.

City and county officials will be

carrying their message to members of Congress and top agency officials. Work on current and pending legislation is underway, and local officials are considering institutional reforms to the regulatory process so that they may have a stronger voice in the decision making process in Washington.

"As appointed local government officials charged with implement-

ing federal mandates, the ICMA's members are overwhelmed by the requirements of the past decade's laws and are finding themselves hard pressed to keep up with volume and complexity of the new regulations," said Northbrook (Ill.) Village Manager John Novinson. "With few prospects for federal funding, local governments are increasingly challenged to finance the additional monitoring, control technology, infrastructure improve-

ments, and retroactive environmental cleanups required by laws."

Novinson serves as a member of ICMA Environmental Mandates Task Force, which was created to deal with the issue of environmental mandate finance and management.

Mandates have a dramatic effect on local property taxes and services. Milwaukee County (Wis.) Executive F. Thomas Ament said, "While I have kept Milwaukee County's spending below the rate of inflation and have held the line

on property taxes, we have a cancer in our midst: it's called mandated programs. Mandated programs eat up nearly two-thirds of our annual budget. Just one year earlier, it was 'only' half our budget. We are not allowed to vote on programs like these, but we are required to pay for them.

"We, the locally elected officials who are accountable to the public, have little or no control over how most of our budget dollars are spent. This is simply unfair. It is a problem that must be addressed."

## GASB issues proposals on tax revenues, debt refundings

The Governmental Accounting Standards Board (GASB) has issued two exposure drafts for public comment.

The first proposes standards for accounting for taxpayer-assessed tax revenues, such as sales and income taxes, in governmental funds.

Specifically, the proposal would require that revenue from taxpayer-assessed taxes, net of estimated refunds, be recognized in the period the revenue becomes measurable and available to finance the expenditures of the current fiscal period.

Comments on the proposal are requested by Sept. 23.

The second specifies how state and local governments should account for current refundings or advance refundings that result in

defeasance of debt reported in proprietary funds.

It would require that, for current refundings and advance refundings resulting in debt defeasance reported by proprietary activities, the difference between the reacquisition price and the net carrying amount of the old debt be deferred and amortized in a systematic and rational manner over the remaining life of either the old or new debt. The deferred amount would be reported as a deduction from or an addition to the new debt liability.

Comments are requested by Sept. 22.

Draft copies available from the GASB Order Department, 401 Merritt 7, P.O. Box 5116, Norwalk, CT 06856, 203/847-0700, ext. 555.

**Unfunded Mandate Campaign Dates to Remember**

- ✓ **Early September** - Press kits distributed to county officials to assist them in planning for events for "National Unfunded Mandates Day."
- ✓ **October 27** - "National Unfunded Mandates Day" - County and city officials in every county to hold news conferences and other public events to discuss the impact of unfunded federal mandates on local taxes and services.
- ✓ **Future events** - Congressional hearings, rallies in Washington, additional meetings with the news media to continue educating the public about the impact of unfunded mandates.

# Forum explores the nation's job training system

By Robin Fernkas  
research associate

As the nation's economy responds to rapid technological changes, the military downsizing and shifts in trade, the Administration and policy-makers are beginning to assess whether our existing employment and training system will adequately prepare youth for entry into the future work force and retrain workers displaced during this transition.

To keep current with emerging trends, the NACo Employment Steering Committee and board

**"The forum enabled us to verbalize our ideas and crystalize our thinking."**

Kay Beard

Wayne County (Mich.) commissioner  
chair, NACo Employment Steering Committee

members of the National Association of County Training and Employment Professionals (NACTEP) convened a day-long forum at NACo's Annual Conference to shape NACo's policy concerning work force development. A panel of

guests from the Department of Labor, the General Accounting Office, and House Education and Labor Committee were invited to exchange information and ideas.

"It was helpful to hear from people who are thinking about and

studying these issues, and the forum enabled us to verbalize our ideas and crystalize our thinking," said Wayne County (Mich.) Commissioner Kay Beard, chair, NACo Employment Steering Committee.

To create a vision of a future work force development system, the forum participants considered questions such as, Who receives services? Who benefits? What are the essential elements needed to provide comprehensive, quality services? Who should govern this system? What roles should local elected officials and business play?

The consensus of those present was that while the nation has a number of job training programs targeting specific groups of individuals, we lack a national policy. "We're at that historic point - similar to 100 years ago when our country decided to offer a public education system - when we need to decide to establish a job training system ac-

cessible to everyone," stated Hennepin County (Minn.) Commissioner Peter McLaughlin.

At the closing of the forum, a work group was established to develop a policy for NACo. Commissioner Beard will chair the group, along with David Lopez, NACTEP president.

Work group members include: Calvert County (Md.) Commissioner Mike Moore; Hennepin County (Minn.) Commissioner Peter McLaughlin; Warren County (Iowa) Supervisor Bill McClummond; Larry Ghan, clerk of the district court of Pocatello, Idaho; and NACTEP board members Rochelle Daniels, Terry Hudson, Rosalyn Key, Trenda Rusher and John Twomey.

A policy paper will be developed this fall and ratified at the Human Services and Employment Policy Conference held in San Francisco, Calif. in November.

## AFFILIATE NEWS



Winners in the National Association of County Information Officers Awards of Excellence Program display their certificates awarded at NACo's Annual Conference. (l-r) Mercer County (Pa.) Commissioner Joseph F. Fragle; Victoria Hastings, Howard County (Md.) art director; Mary Frances Riley, Association of Minnesota Counties; Adams County (Colo.) Commissioner Guillermo A. Deherrera; Debra Henzey, information director, North Carolina Association of County Commissioners; Paula Musto, Dade County (Fla.) communications director; Claire Palermo Flower, Westchester County (N.Y.) director of public affairs; Benton County (Ore.) Commissioner Tamara J. Sloper; Rose Cummings, Mecklenburg County (N.C.) public service and information director; Jim Barnes, Loudoun County (Va.) public information officer; Wynona Redmond, Cook County (Ill.) Hospital public information officer; John Trent, Pierce County (Wash.) public works director; and Pam Smith, former director of communications, Cook County, Ill.

## National Association of County Human Resources Administrators

Members of the National Association of County Human Resources Administrators (NACHRA) elected new officers at their annual meeting in Chicago on July 18. They are: President Phil Rosenberg of Broward County, Fla.; Past President Larry Hilbun of Shelby County, Tenn.; Vice President Steve Klem of Cook County, Ill.; and Secretary Verna McDaniel of Washtenaw County, Mich.

The new officers pledged to work together to increase membership of the affiliate and promote efficiency in



Phil Rosenberg

county human resource management.

Human resources management represents the binding tie which makes America's 3,000 counties work. Without progressive, equitable and forward-thinking personnel practices, counties cannot deliver effective public service and cannot control major liabilities. Counties employ more than two million people and have an overall payroll of more than \$4.4 billion per month. Personnel costs represent the largest category of budgetary expenditures.

Diverse personnel issues, including health insurance benefits, overtime liabilities, employee relations and pay equity are increasingly important items on county agendas, as counties work to maintain and improve public services in cost-effective and innovative ways.

Last year, NACo recognized this emerging central role by approving the creation of NACHRA. NACHRA will offer advice, recommendations and impact assessments to NACo about current and emerging issues in public personnel management. The group will be a source of networking and education for personnel directors and other county managers responsible for benefits, collective bargaining, equal employment opportunity, testing and employee development. NACHRA will be the "forward observer" of things to come for NACo in human resources.

Any county with official human resources responsibilities can join NACHRA. Contact Larry Jones, NACo associate legislative director, for more information, 202/942-4228.

## HUD would get more flexibility under new bill

By Haron N. Battle  
associate legislative director

New legislation, introduced by Senators Donald W. Riegle, Jr. (D-Mich.) and Paul S. Sarbanes (D-Md.), would give the Department of Housing and Urban Development (HUD) greater flexibility in the disposition of multifamily properties, authorize economic revitalization grants, simplify administration of the HOME Program and amend other HUD programs.

The bill's major objective of this bill is to address HUD's bulging inventory of multifamily rental properties and reduce costs associated with their disposition (estimated at \$7 billion between FY94 and FY98).

The Housing and Community Development Act of 1993, S. 1299, would give HUD greater flexibility in disposing of subsidized properties by permitting the department to provide five-year, tenant-based, instead of 15-year, projected-based assistance in markets with an adequate supply of low-income housing.

This option, which already is available for unsubsidized projects, would be limited to 10 percent of the subsidized units in HUD's inventory. The bill would give HUD more discretion in determining whether a unit remains affordable by deleting the existing rent-to-income ratio requirement. The proposal would authorize 10 percent of the units in the HUD-owned multifamily inventory to be sold and used for non-rental use, which could include low-income homeownership opportunities, shelters for the homeless, and administrative/office use for housing and other social service providers.

In addition, HUD, in consultation with local governments, could dis-

pose of up to five percent of its units for purposes other than low-income rental housing in order to reduce minority or low-income concentrations.

The bill would authorize a \$400 million grant program for state and local governments to rehabilitate projects previously owned by HUD. Localities would establish rent structures that ensure affordability without additional project-based subsidies. In addition, current law, which gives state and local governments a right of first refusal to property, would be expanded to require HUD, within 60 days of acquiring title to a project, to notify state and local governments of this acquisition and allow them 60 days to express preliminary interest.

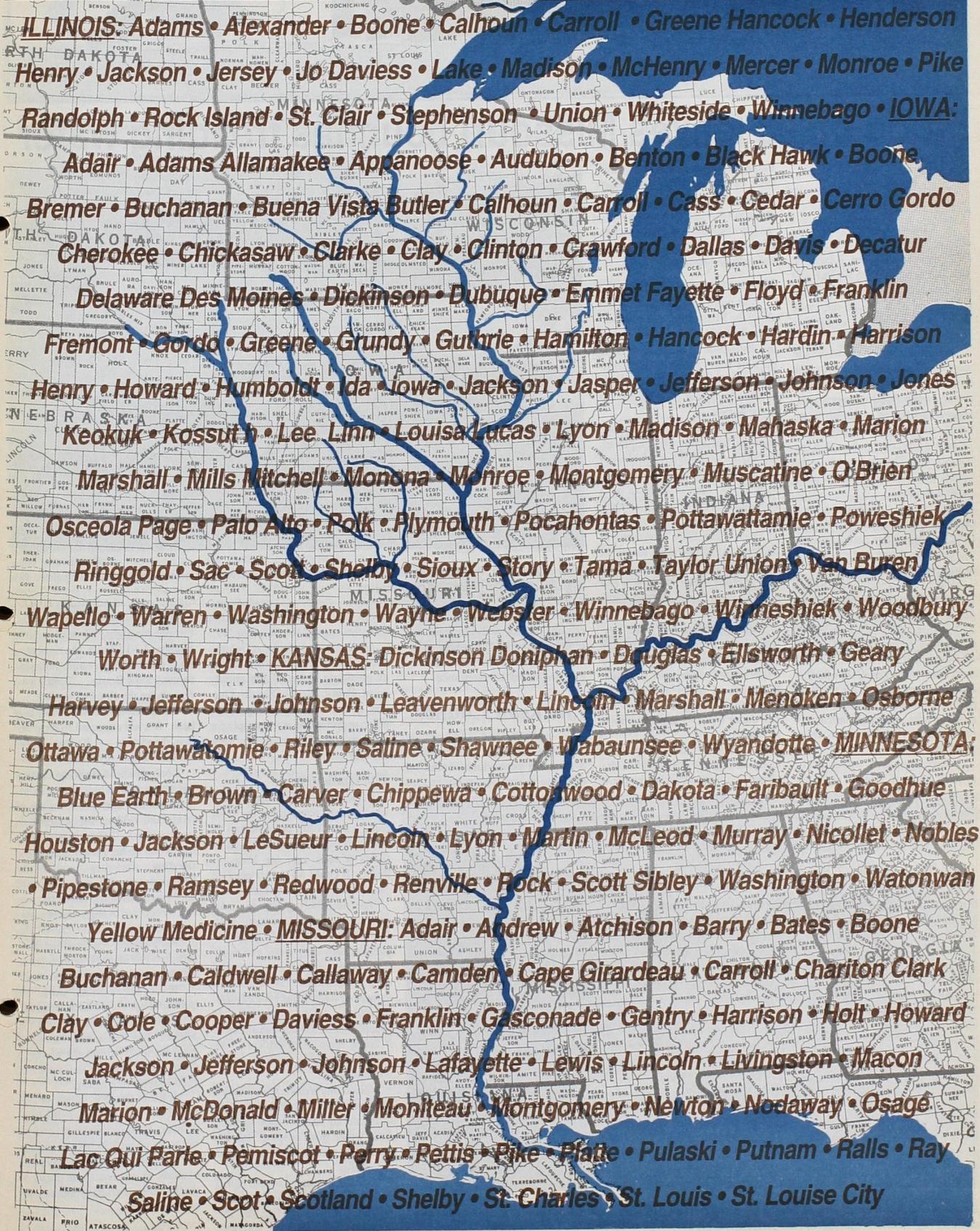
The state or local agency then would have a 90-day right of first refusal once HUD notifies the agency of the terms and conditions of the disposition plan.

In another title, the bill expands the Section 108 Loan Guarantee Program under Community Development Block Grants by authorizing use of the funds no longer obligated under Urban Development Action Grants to finance a portion of the cost of economic revitalization projects. Grants from these funds could increase a project's cash flow that would be available to repay the Section 108 guaranteed loan principal or interest.

The bill amends the HOME Program in ways that NACo supports. For example, it simplifies the two-tiered matching requirement (30 percent for new construction, and 25 percent for rehabilitation and tenant assistance) with a uniform 25 percent match.

Deliberations over this bill will begin after the August recess.

# THE GREAT FLOOD OF '93





## Flood of '93 leaves Missouri counties treading water

By Jill Conley  
staff writer

St. Charles County (Mo.) Executive Eugene C. Schwendemann looks worried and worn. As well he would. For months, he, his staff and his community have been on the front lines of a 'round-the-clock battle between man and Mother Nature.

His county, which sits where the mighty Mississippi receives the waters of the Missouri and Illinois rivers, began flood emergency response operations in March when the Mississippi consumed more than 15,000 acres of land within its boundaries. The direct cost to the county for that effort: nearly half a million dollars.

But, before they could launch cleanup and recovery efforts, the river and her sisters issued an even more serious threat, and it was back to bagging sand.

When the river finally crested at 39.6 feet, blasting 30 holes in various levees, it left 47 percent of the 560-square-mile county underwater and an estimated 2,500-3,000 families out of their homes. Several days later, adding insult to injury, a tornado swept through the northern part of the county, creating the tedious insurance-purpose task of differentiating flood damage from wind damage.

Swendemann's mood likely mirrors that of county officials

throughout the Midwest as they shift their operations from emergency response to recovery from the flood that crept through America's heartland drowning everything in its path. It's hard to fathom that their work has only just begun.

### The water kept coming

With more than 500 square miles along the Mississippi and Missouri rivers flooded, Missouri has earned the distinction of the hardest hit in the nine-state "Flood of '93" disaster area. The state's flood-related death toll is now at 25—the highest in the region.

According to the State Department of Economic Development, 15,000 homes have been destroyed and another 12,000 damaged. More than 30,000 businesses have been economically or physically affected.

An estimated 2.4 million acres of crops have been destroyed in addition to 735,000 acres that went unplanted due to excessively wet soil. All but one of the state's 114 counties have been declared agricultural disaster areas.

Seventy-five public water systems have been affected by the flooding, including eight that have experienced complete outages. Hundreds of miles of roads and bridges are damaged — many are still under water — and 13 airports are closed.

The Federal Emergency Management Agency (FEMA) has declared 71 counties and the city of St.

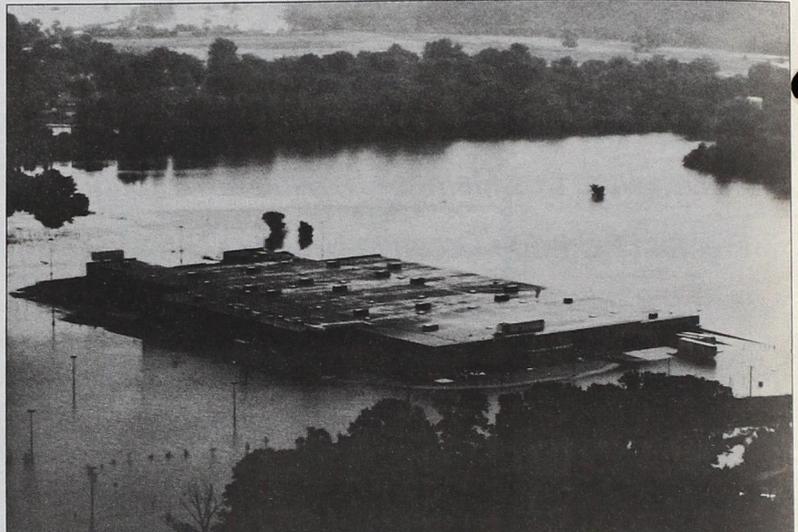


Photo by Jill Conley

This brand-new Wal-Mart store opened for business in Jefferson County only a month before the Mississippi River consumed its premises.

Louis disaster areas, making them eligible for federal individual assistance programs. Thirty-nine counties and three cities are currently eligible for public assistance.

### Jackson County (pop. 633,232)

While the scope of devastation to Missouri's counties is enormous, there are many tales of impending

doom transformed by struggle into victories against the Flood of '93.

For example, in Jackson County, where Harry Truman once served as presiding judge of the county court, Public Works Director Gordon Braun tells of a cooperative effort to protect the water supply for the residents of metropolitan Kansas City.

### The challenge

In late July, a major supply plant, which treats water from the river using a sand filter process, lost its ability to flush wastewater from its filters it back into the Missouri River. It could no longer provide clean water to its customers.

The neighboring city of Independence, Jackson's county seat, also has a water supply plant capable of providing water to Kansas City. However, it too was threatened by floodwater. "We were about to lose our water supply for 22 jurisdictions," says Braun. "If Independence's water was affected, it could have been critical. We would have had a million people without water."

The county's road crews worked with crews from other jurisdictions to create an earthen dike to keep river water from seeping into the treatment plant. The effort was successful.

Jackson County was also called on to help the state build a dike to prevent flooding on Highway 291 and its adjacent farmland and busi-

ness properties. Crews worked through the night. "Over the course of about 10-12 hours, the river rose three feet which was unfathomable to me," says Braun. "That's two feet above the flood of record."

The Missouri crested at 48.8 feet here. It's not expected to drop below floodstage — 32 feet — for another couple of weeks.

Looking ahead, Jackson County has some major repair work to complete on the nearly 500 miles of roads and bridges for which it is responsible. Thirty-five county roads had to be closed during the flooding. But they won't really know what they're up against until all those roads come out of the water. According to Highway Maintenance Supervisor Sam Davis, the county's regular road maintenance program has already been delayed by two months due to all the rain.

The county's public works department has six parks to clean and a surplus of sandbags and debris to collect. It is also helping Levasy, a hard-hit town within the county's boundaries, with its recovery and federal reporting efforts.

Jackson County survived the Flood of '93 with relatively little damage. Braun estimates the county bill to be about \$50,000 — mostly for replacing washed out portions of roads. He expects the majority of that to be reimbursed by federal and state agencies.

Continued on next page



Photo by Jill Conley

Portions of U.S. 54 buckled when harsh currents from the Missouri rushed over them in Callaway County, causing nightmarish commutes into Jefferson City.

# The Great Flood of '93

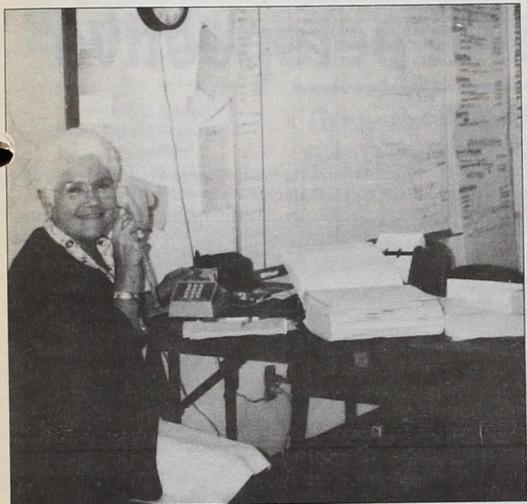


Photo by Jill Conley

**Jefferson County Presiding Commissioner Elizabeth Faulkenberry and her team have been responding to calls to the emergency command center since July 9.**

"The flood really happened to those adjacent to the river," says Braun. "We have 3,000-5,000 acres of agricultural land flooded in the northern part of the county and a lot of roads to repair, but our damage is nowhere near that experienced by the counties to the north of us — Clay and Platte — where the population along the river is much more dense."

## Jefferson County (pop. 171,380)

Presiding Commissioner Elizabeth Faulkenberry is on the phone coordinating storage space for relief supplies that are being sent to her county. "You'll have to excuse me," she says when she hangs up. "We were responding to a crisis a minute. Now it's down to a crisis every 12 minutes."

### The emergency response

On July 9, Fred Bauman, director of Jefferson County's Emergency Management Agency, got a call from the Army Corps of Engineers advising him that the Mississippi, which runs through 30 miles of his county was expected to reach 47 feet — nine feet above earlier predictions, 17 feet above flood stage. It was time to pull out the county's emergency plan — a five-inch thick, black binder — and initiate emergency operations. The basement of the courthouse would serve as the command center.

Bauman first called each of the seven companies along the river that deal with hazardous chemicals, advising them of what was to come.

He then called a meeting of the county commissioners and department heads where he told them, "This is not going to be an emergency, it's going to be a disaster."

Maps of the county and sheets of poster paper listing the phone numbers of virtually every federal, state, local and private emergency assistance agency were taped to the walls of the command center. The county opened nine information and assistance phone lines that were staffed 24 hours a day, and began coordinating the distribution of sand and volunteer sandbaggers. Over the course of a few weeks, it moved 4,339 truckloads of sand used to fill more than two million sandbags.

"You wouldn't believe the heart-breaking calls we received," says Commissioner Charlie Heisler. "A lot of residents worked day and night to secure their homes only to find that they needed larger walls to keep the water out." The county sent hundreds of teams of volunteers out to help. In numerous instances, it was too late.

Where the community and its volunteers were building sand fortresses, the county's public health nurses were administering tetanus vaccines to protect them from the contaminants the river had collected upstream. The health department also operated a mobile medical unit that offered tetanus and hepatitis B vaccines throughout the county.

"People came from literally everywhere to help," says Faulkenberry. "Many arrived with homemade devices for filling sandbags faster. Nobody stopped work-

ing." And they worked around the clock while the river kept rising.

"When a levee would break in Illinois we'd see the water level drop a foot-and-a-half in three hours. You could see it like it was being drained out of a bathtub," Faulkenberry went on. "In many respects, it saved us."

### Heroes and hysteria

Nothing was more striking to Faulkenberry than the triumph of the human spirit she witnessed over and over again while her county battled disaster. "There have been so many heroes," she says.

One day an Australian living in Texas showed up at a public airport with a private plane full of donated vaccine he had solicited from health facilities in his community. A Canadian tour group en route to Colorado for a trekking expedition volunteered to give up vacation plans to come to Jefferson County to help. The Lane Furniture Company sent a truckload of new furniture from West Virginia for victims of the flood.

Another evening, a local television station broadcast something that implied the volunteers were hungry. "The next thing we know, a woman pulls up in a car demanding entry to an area where volunteers were fast at work. 'I have 135 hamburgers for the volunteers,' she said. 'They're hungry!'" She had apparently driven to fast-food restaurants throughout the community, buying all the burgers she could find. And the idea wasn't unique to her. Soon, more food-filled cars

started arriving. Eventually, the county had to ask the television station to tell people to stop bringing food.

### The outlook

By the time Mississippi reached her crest Aug. 1, more than 400 homes had been flooded. Some 350-400 local businesses were submerged, and 14 county roads seriously damaged.

Jefferson County is now working on its first report to the federal government. "FEMA has been very responsive," says Faulkenberry. "They keep calling us, asking what we need. But we won't know the full extent of the damage until the water recedes. That may be weeks."

Because Jefferson County has been designated a disaster area eligible for public assistance, the federal government will pick up 75 percent of the tab for cleanup and restoration of public systems. The state will be responsible for 10 percent of the cost, the county 15 percent.

However, for areas affected by the Flood of '93, the federal government is offering a "soft match" that will enable counties to claim donated equipment and materials and volunteer help as part of the local match. "That's going to be a huge financial relief to counties," says Faulkenberry.

Jefferson County now faces an enormous cleanup and recovery process. Homes and commercial structures have to be inspected before utilities can be restored. Debris must be disposed of and roads

must be repaired. And the two million sandbags stacked throughout the county during emergency operations will have to be unstacked and hauled away. The county is hoping to draw on a federal temporary employment program to hire workers who have been displaced by the flood to help with the cleanup.

"It's pretty overwhelming," says Faulkenberry, adding, "One thing we learned is that the Mississippi is the boss." Commissioner Heisler chimed in with agreement, "That's one lady who knows what she wants to do and when she's going to do it."

## St. Charles County (pop. 212,907)

At a disaster recovery coordinating meeting Aug. 6, St. Charles County's director of administration, Jim O'Loughlin, is most concerned about the nearly 3,000 families left homeless in his county. He had attended a meeting with 45 flood victims the previous evening which heightened his sense of urgency about the awesome task of piecing the county and the lives of its residents back together.

"I don't have nightmares about the cleanup command anymore," he tells department directors. "But I do have nightmares about the human services and inspection of housing commands."

With 250 square miles of land sitting in deep, brown, contaminated water, St. Charles is clearly the hardest-hit county in Missouri — possi-

See *TREADING WATER*, page 13



Photo by Jill Conley

It may be weeks before the Mississippi River recedes enough for this park — which normally serves as a pathway to the dock — to be cleaned up.



## The Great Flood of 1993: Iowa perspective

By Tricia Fazzini  
Iowa State Association of Counties

Although the storms and the flooding have now moved mostly south of Iowa, the state took a major hit from Mother Nature this summer. The situation started as early as April 10, when the Des Moines River flooded the city of Estherville in Emmet County. Tornadoes, rainstorms and high winds combined to knock out utilities, break down levees, and destroy roads and bridges.

Iowa is the first state to have all counties included in a presidential disaster declaration. All 99 counties were declared disaster areas — making individuals, businesses and farmers eligible for assistance. As of July 29, 36 counties were eligible for aid for public facilities, but that number will increase.

Twenty counties sustained more than \$1 million in damages to public facilities (including roads and bridges). A July 28 damage assessment from the state emergency management division estimates total losses in Iowa — public, private and business — to be more than \$623 million, \$342 million of that to public facilities.

Governor Terry Branstad has requested unprecedented 100 percent federal funding (no 15 percent local match) from the Federal Emergency Management Agency (FEMA) for this disaster.

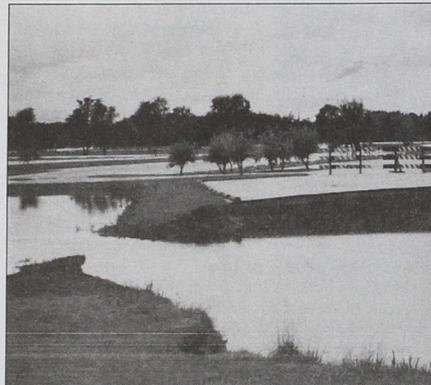
Iowans aren't without a sense of humor amidst calamity. One has only to observe the numerous T-shirt slogans: "Iowa — A Place to Row," "Sandbagging Tour 1993," "I've Had It Up to Here With the Flood of 1993!" Or from Blue Cross/Blue Shield of Iowa, "You Can't Drown the Blues."

Puns, like the river waters, are running amud and amuck!

Two interesting notes arise from this devastation: The first is that the most populous counties were hit hardest — usually it seems the smaller, rural counties suffer most from natural disasters. Second, nearly every office in the courthouse has been affected or had to react or deal with problems caused by the flooding.

Besides the obvious county officers involved — engineers and emergency management directors:

- general assistance/community services directors are helping coordinate aid to the low-income and



newly homeless

- treasurers and assessors are getting questions about property tax relief for property destroyed by the recent flooding, which will ultimately be dealt with by boards of supervisors

- sheriffs have been involved in rescue missions

- public health nurses and environmental health specialists have been answering questions about contaminated water and giving tetanus shots

- conservation directors are trying to assess and repair damages to county recreational areas, and the list goes on!

Here are some of the highlights of the Great Flood in Iowa:

**Polk County** (pop. 327,140) — Approximately 250,000 people were without running water for 10 days and drinking water for three weeks when the Des Moines and Raccoon rivers combined to flood the Des Moines Water Treatment Plant, contaminating all the water in the system. Through the superhuman effort of the water works employees, the tremendous outpouring of community volunteers (sandbagging, distributing water and other necessities), and donations and help from all parts of the country, the city survived the crisis.

Polk County Environmental Health Official Bobby Baker coordinated the search and distribution of potable water and "port-a-potties." Within eight hours, 17 water distribution sites had opened across the county. He and his staff also spot-checked approximately 1,500 food service establishments and advised them on how to keep serving food without causing a food poisoning outbreak. This involved reducing menu items to those that didn't have

to be cooked or washed, and closing soda fountains in favor of canned sodas. Now, his biggest problem is mosquito control.

Many major downtown businesses were closed down for about a week. Phone lines were rerouted and computers were moved to people's homes. When they came back to work, employers had to choose between using what little water was available to run air conditioners or plumbing. Most chose to run their air conditioners on low, use port-a-potties, and encourage employees to dress casually and bring fans.

The city of Homestead, Fla., site of last year's Hurricane Andrew, sent aid to its "sister city" as a thank you for Valley Junction's (West Des Moines) help during its disaster.

**Pottawattamie County** (pop. 82,628) — It will take weeks to evaluate the extent of the damage to roads and bridges flooded by the Missouri River, said County Supervisor Stan Grote.

County Supervisor Arlyn Danker is frustrated by the situation for several reasons. One is that the state has been pressuring counties to reduce their carryover balances or cash reserves. "Keeping balances down makes dealing with emergency situations like this difficult." Because Pottawattamie County has complied with the state's wishes, the county has to borrow money to pay to fix things up, "and wait and see if and how much FEMA will reimburse — and how soon," said Danker.

The second frustrating factor is the property tax freeze, passed by special session of the 1992 General Assembly, freezing property taxes at

Caved-in parking lot at George Wyth State Park in Black Hawk County.



Although West Des Moines' water treatment plant survived the flood, nearby railroad tracks in the historic Valley Junction area did not.

their FY93 rate for two years. "The flood and the high water situation does not come at a good time in light of the property tax freeze. It's a lot tougher to respond to the needs," Danker said.

Four county parks suffered damage; one so severe it will not reopen this year, reducing revenue (camping fees, shelter rentals) to the conservation department by about 35 percent. Several buffalo and elk were swept out of another county park, and two rare Barbados sheep died in the flood waters. Most of the live animals have now been recovered.

**Story County** (pop. 74,252) — Iowa State University's basketball arena (and concert venue) filled with 14 feet of water and mud. It's been cleaned out and may be usable by basketball season. Also, the county's Human Services Center in Ames was gutted, probably beyond repair.

Engineer Del Jespersen said at the worst point of the flooding, water was over roads in 750 different places in the county. Though the county did not lose any structures, 17 roads remain closed at the beginning of August.

Story County Community Services Director Irene Howard is in the thick of things, participating in a committee that will try to handle all the donations that are pouring in from Vermont, Minnesota, Oklahoma, Maryland, New Mexico and other states. Truckloads of furniture, bedding, mattresses, clothing, money, water and food have arrived.

**Scott County** (pop. 150,979) — The Davenport area was probably the first to deal with the effects of record rainfalls. As early as April 12, the Mississippi River was more than a foot over flood stage in Davenport. Scott County Emergency Management Director Bud Whitfield had the Emergency Operations Center operating around-the-clock from June 27 to July 16, when the crest started a downward trend.

Normally just a two-person office, Scott County Emergency Management got assistance from several other departments. "[The county] worked as a team to deal with the emergency and did a tremendous job," Whitfield said.

**Linn County** (pop. 168,767) — The old courthouse on May's Island in Cedar Rapids, which houses the attorney's and sheriff's office and the emergency management department, got one foot of water in the basement. Some records were lost.

A major inconvenience was the closing of two of the three routes between Iowa City and Cedar Rapids due to water over the highways. The 25-minute drive became a two-hour drive.

Those were the major population areas affected by the rains, tornadoes and high winds whipping across Iowa this summer. Smaller counties also suffered some damage.

**Cass County** (pop. 15,128) — A rock quarry that supplies a four-

## The Great Flood of '93

# Early damage estimate in North Dakota at \$500 million

By Gayle Schuck  
North Dakota Association  
of Counties

Bridge decks floating downstream, cars washed off roads, whole towns turning out to save their water supplies. Can this be North Dakota, veteran of a five-year drought? Flood damage estimates in North Dakota topped \$500 million at the end of July, with many communities still waiting for rivers to crest and croplands to dry out.

Thirty-three of the 53 counties have been declared disaster areas. Five more may be added. The state received federal flood aid approval July 26, qualifying businesses, farmers and homeowners for aid. North Dakota was the ninth state designated for disaster relief.

"The counties are working with the Federal Emergency Management Agency and other local and state officials to assess damages," said Mark Johnson, North Dakota Association of Counties executive director.

The state seemed an unlikely spot for a water disaster. Drought that began in the late 1980s dried up creek beds and drastically lowered water levels on the Missouri River. Although sympathetic toward the people in Iowa and Missouri, too much water here was the last thing on peoples' minds. But the normally sunny sky remained overcast as spring turned into summer. Rain fell almost every day. Richland County, in the southeastern corner of the state, was so wet that about nine percent of the crop didn't get planted. Then in July, the woes began in

### Thirty-three of the 53 counties have been declared disaster areas.

earnest. Early in the month, hail piled up as deep as snow drifts in Bismarck, breaking windows, and ruining siding and roofs. Seven inches of rain fell on July 15, and from July 22-27, the state was deluged. Flash flood warnings became routine. By July 31, Bismarck normally has 10 inches of precipitation for the year. This year it received 23 inches. Rainfall in the month of July alone totaled the amount that usually falls annually.

Some of the worst flash floods happened in the rural north-central counties of Griggs and Steele, where flash flood warnings sounded over the radio the weekend of July 24-25. Between eight and 11 inches of rain fell. A week later, water was still running over some roads and water stood in 60 percent of the fields. In Griggs, 100 percent of the county's 279,000 acres of cropland was damaged.

"Our commission met in an emergency meeting on that Sunday," says Andy Hagle, a Griggs County commissioner and state representative. "We declared disaster. That's the first step in getting help. Then we contacted the state Division of Emergency Management."

Griggs County had eight major washouts and a number of damaged bridges. More than 400 of the 500 homes in the county seat had water or sewage in the basements.

Steele County lost three bridges, with 20 others damaged. Three state

highways in the county were closed. Bill Devlin, Steele County commissioner and editor of the *Steele County Press*, said until the water subsides in several weeks, accurate assessments can't be made.

"The problem is a lot of bridges are washed out on both ends, and so much water is going under the bridge that engineers can't get in to see what the damage is," said Devlin. Rising water threatened the city water supply at Finley, the Steele County seat. After hours of sandbagging, the city commission phoned the State Highway Department and asked permission to cut a trench across Highway 200 to drain off water. "They said to do what needed to be done," Devlin said.

Stutsman County received its big scare later than the rest of the state. On July 29, a 10-foot portion of road on top of Pipestem Dam gave way. Further checking disclosed some wet spots and a portion of pipe that tests for seepage was pinched off. All of these were possible signs that the dam was ready to give way. Below the dam sets Jamestown, the county seat of 16,400 people.

The U.S. Army Corp of Engineers was contacted and flew in an emergency inspection team. Guarded relief filled the town when the problems were attributed to excessive rainfall and not pressure from the record-level water behind the dam.

In the eastern part of the state lies the flat, rich farmland of the Red River Valley. The Red River, which flows north, crested Aug. 1 at Fargo, and the Sheyenne was expected to crest a week later at six feet above flood stage.

Most of the damage in Cass County, population 103,000, was due to the rain storm on July 15, according to Lyndon Worden, county disaster emergency services coordinator.

"We're still fighting the flooding. The total damage is still occurring," Worden said. "Once the water subsides there is cleanup, road and bridge damage, mitigation."

Damage to county roads and bridges ranges up to \$1.5 million, with the average loss to Cass County residents pegged at \$3,000 to \$4,000. The new Sheyenne Diversion Project is credited with sparing the 16,000 residents of West Fargo from the flooding.

Even the arid western part of the state, better known for buttes and tumbleweeds, didn't escape the watery plight, with flash floods and overflowing rivers.

In western Morton County, floodwater knocked out Burlington Northern tracks, backing up train traffic all the way to Montana. Interstate Highway 94 was also covered with water. In the eastern part of the state, traffic was backed up for miles as vehicles eased through water on I-94 for several days until pumps were put into place.

"The counties have excellent training in handling disaster and have done a tremendous job of meeting the crisis," said Johnson. "But there is no way they could ad-

equately prepare for the amount of devastation that is out there."

The first death attributed to the flood occurred Aug. 1 in Emmons County in the south-central part of the state. A strong current began moving a pickup truck as it attempted to cross the spillway of Beaver Creek Dam. The couple tried to get out and walk the rest of the way, but the 69-year-old woman slipped and fell into the water. Her body was recovered downstream the next day.

The final tally on the 1993 crop is still out, but statistics from some counties are frightening. In Ramsey County, one-third of the land, 251,737 acres, was damaged. In Richland County, high rainfall prevented 80,000 acres from being planted. Another 100,000 acres was flooded. The rest of the 700,000 acres has from 10-70 percent damage. The price tag on Stutsman County's crop loss is \$4.94 million, with more than 100,000 acres of small grains, corn and sunflowers lost.

In Barnes County, Commissioner Dale Maasjo said initial estimates of damage to county roads and bridges was at \$1.5 million. He expects that figure to double. That doesn't include crops or township roads, which both received heavy damage.

"We've had a couple of meetings with FEMA. They were here right away to help and everything seems to be going alright," said Maasjo, who is also president of the North Dakota County Commissioners Association. "If we hang in there, it'll all work out."

(Gayle Schuck is the communications specialist for the North Dakota Association of Counties.)

## In Minnesota, counties seek ways to aid flood victims

By Mary Fran Riley  
Association of Minnesota Counties

Extensive flooding in the upper midwest has become a major concern for individuals affected by the flooding as well as for local, state and federal government officials.

"Counties are concerned about the victims as well as how this will affect county services and budgets," said Association of Minnesota Counties (AMC) President Warren Larson, who is also a Clearwater County commissioner. "It is imperative that we find a way to give relief to both the victims and the system."

County officials in flood areas are concerned about health care is-

sues that may result from the flooding, such as increased family violence and mental illnesses due to stress.

There is also the loss of property tax revenue on damaged and destroyed property. This lost revenue, coupled with the fact that county expenditures will go up as flood victims utilize county programs, could be particularly devastating to counties that are already working with very tight budgets, Larson said.

In Minnesota alone, at least 36 counties have been affected by flooding, with 31 of those having been declared federal disaster areas. That figure represents more than one-third of the state's counties.

### Minnesota Flood Statistics

- Approximately 2.6 million acres of farmland have been flooded, and 1.1 million acres are unable to be planted due to the rain and flooding.
- Total agricultural loss is estimated to be between \$740 million to \$990 million.
- Approximately 10,000 homes received at least minimal water damage, while 1,100 homes have been evacuated.
- Tourism and recreation, two major industries in Minnesota, show declines of 30-50 percent. At the same time, retail sales are down 25-50 percent.
- Capital purchases are not being made, and businesses such as auto dealers, implement dealers and retail operations are experiencing a dramatic decline.
- Estimates indicate that Minnesota highways, roads and bridges have suffered \$25.6 million in damage.

Conservative estimates by the governor's office put losses in Minnesota at between \$1 billion and \$1.2 billion. This includes \$500 million to \$800 million in projected farm crop loss, \$108 million in additional public health costs, \$20 million in unemployment costs and \$51.3 million in FEMA (Federal Emergency Man-

agement Agency) public assistance costs.

County and state officials have begun requesting relief funding as well as relaxation of a variety of programmatic and regulatory requirements usually applied to various types of assistance.

In a letter to Minnesota Human

Services Commissioner Natalie Haas-Steffen, Blue Earth County Administrator Dennis McCoy has requested waivers in the Aid to Families with Dependent Children (AFDC), Medical Assistance and Food Stamp programs in order to

See MINNESOTA, page 14



## Nebraska seeks FEMA-match waiver

By Jack D. Mills  
executive director

Nebraska Association of Counties

Not since 1927, when uncontrollable flooding on the Mississippi submerged 25,000 square miles, caused 300 deaths, 637,000 displacements, and destroyed \$236 million dollars (\$1.96 billion in 1993 dollars) of wearied property, has a flood caused so much loss of

life, property and time as has the current flood along the Mississippi and its tributaries.

Nebraska and many of its counties were not spared the water's onslaught. As of Wednesday, Aug. 4, 43 Nebraska counties had been declared eligible for both public and individual federal assistance, with four other counties eligible only for individual aid.

Heavy rains and flooding creeks have played havoc with the infra-

structure of the affected counties. Tim Baxter, highway superintendent of Missouri River-adjacent Richardson County, bemoans the damage the flood will cause to the county budget as he surveys the twisted wreckage of a county bridge — one of three that have collapsed this summer.

"It'll cost a quarter million dollars to replace this bridge alone," Baxter states. "Our entire road and bridge budget this year is only \$1.1

million, and that includes salaries and fuel and everything."

Richardson County's damage bill alone is estimated by officials at \$1 million. In Nebraska, estimates already exceed \$40 million. As the floodwaters finally begin to recede, many county officials are wondering where they will find the necessary money for repairs. Some counties are still struggling to finance repairs for previous disasters.

Aid is on the way, however. The

federal government may pay up to 75 percent of county public losses, with the remaining 25 percent split between the state and the county affected. Nebraska Governor Ben Nelson has requested a presidential waiver of the state co-payment provision. Nelson's request, which was granted for Hurricane Andrew states, is being considered by Clinton as of Tuesday. However, Ne-

See NEBRASKA, page 14

## Cooperative Extension Service will provide flood relief assistance centers

The reclaiming of lands, restoration of businesses and communities, and assistance to individuals and families are among the challenges for the Department of Agriculture arising from the devastation of the Midwest flooding.

The Cooperative Extension System (CES), throughout the affected states, is currently working to help address the crisis in those counties most severely affected by the flooding. Short-term assistance will be provided to establish 20-25 post-crisis teams. Each team will be composed of six to eight persons. The teams will include personnel from the affected states and areas less affected by the flooding.

This effort will provide the following services:

- farm, financial and small business counselling, including short-term cash flow, long-term planning and lender negotiation
- mitigation of post-flood contamination, including assessment of pollution resulting from pesticide storage, fuel storage, and animal waste; also, assessment of crop/field sites as well as off-farm situations
- personal and family financial management, including educational assistance with insurance companies, financial recovery after a major loss, identifying new sources of income, tracking expenditures, and expense planning to

### Teleconference scheduled on farm assistance

"Farm Decisions After Weather Disasters," a satellite teleconference, will air from 7:30 to 9 p.m. CT on Thursday, Aug. 19. C-Band coordinates are Galaxy 7, Channel 18. This program will feature technical experts from ASCS, FmHA, FCIC and SCS describing the federal disaster assistance programs available to farmers and ranchers. Kansas Cooperative Extension Service specialists will provide production and business management suggestions from crop and livestock producers who have suffered from the weather-related disaster of 1993. A segment on stress management will also be included.

With all the rumors and misinformation flowing through the country, this broadcast will provide vital facts on critical programs and opportunities available to affected farmers and ranchers.

maximize available resources

- location assessment, including structural and mechanical assessment of barns, grain bins, etc., and education and technical assistance to help flood victims rehabilitate homes
- field site assessment, including

problems related to silt, rubbish, weeds and insects, and

- educational assistance in restoring community facilities and services.

Additionally, Extension will address long-term problems that result from the devastating impact of the

flood. Extension will coordinate programs and responses with the Federal Emergency Management Agency, American Red Cross and others involved in this crisis.

For more information, contact your local Extension office.

## IOWA from page 10

county area is out of commission for about three months due to flooding.

**Crawford County** (pop. 16,775) — Engineer Dale Wight estimates \$2 million in damage to bridges alone. "There's been a lot of support, and, hopefully, there will be some financial aid, because we don't have enough to rebuild these bridges," Wight said. Crawford County got 10 inches of rain in five hours. Damage estimate for all public facilities in the county is \$6.2 million, according to Emergency Management Director Greg Miller.

**Page County** (pop. 16,870) — Every municipality was affected in some way by the flooding. Crop loss is a major problem, plus sewer backups in homes and businesses. "A lot of damage won't appear for years — like roads that may be undermined," said Emergency Management Director Raymond Bryant.

**Mills County** (pop. 13,202) — Supervisor Naomi Christensen said mud slides were a major problem; 480,000 square feet of soil moved across one county road.

**Fremont County** (pop. 8,226) — The southwestern corner of the state was the most recent hit. In the last

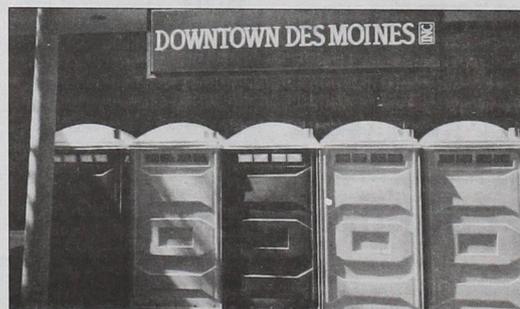
week of July, the southern one-third of the county was underwater, according to Engineer Charles Marker.

**Harrison County** (pop. 14,730) — The county sustained substantial damage to crops and drainage areas, and lost three bridges. Some estimates are at \$25 million for total damage in the county.

**Wapello County** (pop. 35,687) — The Board of Supervisors has contracted with a company to pick up toxic materials and other flood-related refuse — the landfill has agreed not to charge a tipping fee. Assistant Engineer Bill Cox said 30 miles of road were still underwater, Aug. 3.

**Dickinson County** (pop. 14,909) — Unlike most of the other flooded counties, Dickinson County had lake water instead of river water to battle. Emergency Management Director Lynn Wallace reported excessive flooding on the Iowa Great Lakes, beginning around June 1. As of Aug. 4, 200 homes were still underwater.

Dickinson County's sandbagging efforts rivaled Des Moines' but Dickinson County's 760,000 sandbags successfully protected all mu-



"Kybo" became part of the downtown Des Moines vocabulary very quickly. Downtown businesses scrambled to find the portable toilets to keep their employees at work.

nicipal pumping stations.

Environmental Health Specialist David Gottsche and Public Health Nurse Vivian Lynn teamed with Wallace to provide flood information and relief. They are planning a public information campaign with three daily radio slots telling the public the do's and don'ts of such recovery efforts as furnace cleanup, well water testing, etc.

Gottsche is making containers available to anyone who wants to test their well water. Many wells are still

flooded, so nothing can be done to treat the water yet.

Lynn said tetanus-diphtheria shots were up about 300 percent in the county — though most people didn't need them because of the flood, they were just due for their once-a-decade immunizations. The flood was a great recruiting tool to keep people properly immunized!

Lynn was on sandbagging duty, distributing information on precautions against disease in flood areas, and dressing cuts and scrapes for

sandbaggers. She said many county officials and employees were working extended hours and still volunteering in their off-time.

**Lee County** (pop. 38,687) — Lee County is surrounded by the Mississippi, the Des Moines and the Skunk rivers. When the rivers crested July 11, the Green Bay levee broke and flooded about 12,000 acres of cropland. About 45 homes and 40 miles of bridges were inundated with water. Engineer Dennis Osipowicz said cleanup of trash and debris is going on now, as long as the river levels continue to drop. The levee will have to be pumped and repaired before the full extent of damage to the road system can be assessed.

County officials praised the Red Cross, FEMA and the state Office of Emergency Management (OEM) for being on the spot to help right away. In a one-week period, OEM held workshops in 11 cities explaining how to apply for disaster assistance in great detail. FEMA inspectors were in full force across the state in flood-ravaged areas.

(Tricia Fazzini is the communications director for the Iowa State Association of Counties.)

# The Great Flood of '93

## TREADING WATER

from page 9

by the entire region. At least 2,000 commercial and residential structures have been damaged or destroyed. No one knows how many homes were completely washed away. The extensive property damage will likely result in a lower tax base.

The county's airport, including planes and vehicles, is submerged in water, as are 200 miles of roads. Entire sewerage treatment and collection systems are gone.

The Mississippi is not expected to drop below flood stage here until September. Much of the flood water is trapped on flat land with nowhere to go.

"We may find that it's far worse than expected when the water recedes," says O'Loughlin.

Aggravating the situation are reports that some landlords in the area are price gauging flood victims, demanding 12-month leases or refusing to rent to families with children. O'Loughlin establishes a task force on the issue that will begin an investigation immediately.

### Coordinating the recovery

Under the direction of Emergency Management Agency (EMA) Director Gary Schuchardt, St. Charles County is coordinating its recovery efforts through three central commands: Cleanup, Inspection and Housing, and Human Services.

County Executive Schwendemann oversees coordination between com-

mand leaders, the sheriff's department, the EMA public information office, the county counselor's office and the director of administration.

The operation's top priority is to get people back into their homes as soon as possible.

### The Cleanup Command

Flooded homes must be inspected, determined to be safe and have utilities restored before residents can return to them. In most cases, inspectors will need roads to get to those homes.

The Cleanup Command is responsible for roads, bridges and water plant cleanup; household waste collection; mosquito abatement; and animal control. Highway Department Director Joe Nichols and Humane and Environmental Department Director John Carpenter head up the command.

At the coordinating meeting, when Nichols reports that his department is reopening its first road today, a round of applause is heard.

He explains that his staff is working overtime assessing and prioritizing road projects. A Geographic Information System report predicting which roads are likely to come out of the water first will help in the planning.

"The sooner we can get our projects categorized, the sooner we can get federal money coming in," says O'Loughlin, who is responsible



Photo by Jill Conley

The full extent of the damage to this U.S. 63 exit ramp in Callaway County will not be known until the floodwaters recede.

for reporting to FEMA and SEMA (State Emergency Management Agency).

The command has located 18 publicly owned properties where it will place containers for the disposal of household debris. It will also coordinate volunteer teams to help seniors with the removal and transport of debris.

### The Inspection and Housing Command

Working closely with Planning and Zoning Director Steve Lauer, County Assessor Gene Zimmerman and local public utility companies, Building Commissioner Tom Szilias heads up the Inspection and Housing Command.

This command is responsible for assessing damage to structures and getting utilities restored where possible. Inspections, which must be done with a complete assessor's report, are conducted by teams of two inspectors and a utilities engineer.

"Personnel is a major concern for inspections. We can't do this without people," says Szilias who estimates that 400-800 structures — not including some 450 mobile homes — will have to be condemned. "That's going to be a massive amount of material going to the landfill," he says.

If a home is damaged 50 percent or more, FEMA requires that it be elevated to one foot above the 100-year flood level or destroyed. This command will have the unpleasant duty of determining whether or not people may return to their homes.

The state has offered two certified field inspectors to help St. Charles County and will also send sanitarians from other counties to help assess environmental threats resulting from unearthened septic systems.

"We will provide as prompt response as possible," says Szilias. "But that means we need to know the

status of roads as soon as possible." Nichols offers his assurances.

### Human Services Command

The Human Services Command combines the resources of the county's public health department, its human services agencies and community-based organizations throughout the area.

Community Health Nurse Nancy Duncan reports that office hours have been extended at the county's health clinic for free hepatitis and tetanus vaccines. The state has donated two public health nurses and others have volunteered. The extra help has offset much of the demand.

"Social Services, however, is understaffed," she says. "But they're still managing to keep up with WIC [Women, Infants and Children] and other programs generally administered by the agency."

This command is also trying to provide mental health services to victims of the flood. Duncan pointed out that public health nurses are noticing increased incidents of domestic abuse due to the extremely stressful conditions under which so many families are living.

"We're all becoming stressed and overwhelmed," says O'Loughlin who asked Executive Assistant Kate Fellers to coordinate special debriefing services for county staff.

### Rumor control

EMA Coordinator Petra Haws is responsible for keeping the public informed about about issues related to the disaster and the recovery process. This is no simple job when people's tolerance for stress has been pushed to the limits. That people left homeless by the flood are difficult to keep track of, further complicates the matter.

Rumor: Before it will process claims, FEMA requires photographs of homes before the flood, after the

flood and after the tornado. This one had homeowners trying to sneak past security in boats to photograph their homes.

Fact: Photographs are helpful in processing claims, but are not absolutely necessary.

Rumors were also circulating about FEMA's National Flood Insurance 1362 Buyout Program. Under this program, if a person owns a home that is damaged 50 percent or more by the flood, owns the property it sits on and has flood insurance, they may qualify to sell the structure to FEMA and the land to the county. The county would be responsible for clearing the property.

Apparently, some flood victims understood this to mean their property was guaranteed to be purchased. Others were afraid they would be forced to sell.

The truth, according to O'Loughlin, is that the program is totally underfunded, and the county currently has no money available for it. The program is also totally voluntary.

In an effort to address the issue of rumor control, O'Loughlin asks the department heads to have their staffs direct all public inquiries to Haws' office. Haws is in the process of putting together a bureau that will be able to respond to questions of various natures.

That being the last item on the agenda, the meeting came to a close. But before the directors left to resume their recovery efforts in the field, O'Loughlin reminded them, "We're the county, but we should be prepared to help municipalities. Let's try to take care of flood victims as well as we can. Remember, our duties don't end at the city limits."

(Special thanks to Juanita Donahue, executive director of the Missouri Association of Counties, and her staff for their help with this report.)

## Recovery to require intergovernmental effort

By Jill Conley  
staff writer

"You have inspired me as you have inspired people across the country," Missouri Governor Mel Carnahan told local officials gathered at a "Flood Recovery '93" meeting in Jefferson City, Aug. 7. "I am impressed by the courage and dedication you have demonstrated. It exemplifies the true definition of public service."

Officials from flood-affected counties across the state traveled to the capital city to join state and federal leaders in coordinating intergovernmental recovery efforts. Carnahan said he called the special meeting in an effort to make state government more "user-friendly" in managing the disaster.

"We don't pretend to have all the answers," the governor said. "But,

we will provide you with some information today. And we hope to get some information from you that will help us provide relief to Missourians throughout the state."

U.S. Secretary of Agriculture Mike Espy, who was designated by President Clinton to coordinate the federal response to the flooding in the Midwest, was also on hand.

Espy, who is from Mississippi, where floods are a normal occurrence, told officials, "I have never seen the kind of awesome devastation as that caused by the Flood of '93."

But he said he was equally impressed by the kind of cooperation he had witnessed throughout the region. "I've seen 60-year-old sandbaggers working next to 16-year-old sandbaggers," he said. "It is a true testament of the human spirit."

Espy went on to tell officials what

See RECOVERY, next page

## RECOVERY from previous page

Boone County Presiding Commissioner Donnie Stamper, president of the Missouri Association of Counties (MAC) discusses flood recovery efforts with Secretary of Agriculture Mike Espy (l) at a special meeting called by Missouri Governor Mel Carnahan, Aug. 7. MAC has passed a resolution urging the state legislature to accelerate the implementation date of a two-cent gas tax to help counties cover the cost of road and bridge repairs throughout the state.



## NEBRASKA from page 12

Nebraska is conservatively bracing for the normal match rate, foreseeing costs which could run as high as \$8 million.

Individual aid requests are high as well. Through Tuesday, August 3, FEMA reports officer LeAnne Davidson reports that 744 Nebraskans had applied for disaster housing assistance. Grants totaling \$90,550 had been approved to pay for temporary housing, and another \$104,231 for emergency home repairs. A total of 173 housing grants have been approved.

FEMA funds seem assured, but the problem for many county offi-

cial is interim financing. Following a number of requests, plans have been proposed for a public/private financing fund which would allow local governments to immediately make necessary repairs, then repay the loans over time with their state and federal reimbursement checks and their own tax resources.

"The check's in the mail is the way the federal and state government have to work, but you can't make repairs on blue sky," posed John Hodges of Julian, a commissioner in Otoe County, where public damage exceeds \$1 million.

could be expected from the federal government.

"Last night, Congress passed a relief bill appropriating \$5.8 billion in flood relief," he said. "Now I know that's not enough, but consider it a downpayment."

He explained that because 25 million acres of land have been affected by the Flood of '93, nearly half of the funding — \$2.7 billion — will be administered through the Department of Agriculture.

The balance will be appropriated as follows:

- Department of Commerce — \$201 million
- Army Corps of Engineers —

\$235 million

- Department of Education — \$100 million

- Department of Housing and Urban Development — \$250 million

- Intergovernmental Affairs — \$41.2 million

- Department of Health and Human Services — \$75 million

- Department of Labor — \$54 million

- Small Business Administration — \$341 million

- Department of Transportation — \$201 million, and

- Environmental Protection Agency — \$34 million.

"The president has given us three clear directives," Espy continued his remarks. "Do it quick.

Do it right. And stay as long as necessary.

"This is more than a disaster, it's a catastrophe," he said. "And I want to assure you that long after the headlines leave, we're going to be here working with you."

Following Espy's comments, directors of various state agencies took the podium, one by one, outlining the recovery systems their divisions had in place and how local governments could access them.

Afterward, officials broke up into regional work groups to share information. State and federal program administrators rotated among the groups.

## MINNESOTA from page 11

help the county better meet the needs of its residents.

"The income and asset limits need increased flexibility during the next 12 months to address the needs of families who's income is from farming operations," McCoy wrote. "An example would be waiving or increasing the \$1,000 resource limit for each assistance unit under AFDC."

State officials have also been working with federal leaders to ensure adequate disaster funding.

Minnesota Governor Arne Carlson, leading a group of governors from the Midwest, met with President Bill Clinton to call for a comprehensive federal relief plan. And, in an effort to maximize opportunities for federal aid to Minnesota, Lt. Governor Joanell Dyrstad and House Agricultural Committee Chair Steve Wenzel, went to Washington, D.C. and met with Minnesota congressman and U.S. Secretary of Agriculture Mike Espy.

The two delivered the Phase 1 report of the Governor's Flood Response Task Force. The report assesses the flooding to date and makes several recommendations in the areas of federal relief legislation, federal crop insurance and banking regulations.

(This report was reprinted from "Minnesota Counties," Aug. 9, 1993. Mary Fran Riley is the public information officer for the Association of Minnesota counties.)

## Look No Further.

Since 1980, the National Association of Counties (NACo) has looked to PEBSCO for exclusive leadership in deferred compensation administration.

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**National  
Association  
of  
COUNTIES**

# Innovations Awards finalists include six counties

Seven counties are among the 25 finalists chosen in the seventh annual Innovations in State and Local Government Awards Program, sponsored by the Ford Foundation and Harvard's John F. Kennedy School of Government.

Ten Innovations Award winners, to be selected from the finalists, will receive \$100,000 Ford Foundation grants in the fall. The other 15 finalists will receive \$20,000 grants.

Program finalists were chosen for either their ability to apply

modern management methods and updated technologies to public needs, using early intervention to combat social problems, or by making government services more accessible to the public.

The following are the county finalists and their programs:

- Los Angeles County's (Calif.) Telecommuting Program increases worker productivity and boosts morale by allowing county employees to work from home using networks of personal computers.

- The Cermak Public Health Education and HIV-Related Services Program in Cook County, Ill. provides daily AIDS education and counseling to men and women in the county's jails.

- Cuyahoga County's (Ohio) Government Action on Urban Land Program streamlines foreclosure on abandoned or tax-delinquent properties and places them in an urban land bank for sale to developers and others, thereby helping to revitalize blighted areas in downtown Cleveland.

- The Poultry Litter/Composting Program in Polk County, Tenn. is helping this rural area offset the threat of groundwater contamination posed by the disposal of waste from hundreds of thousands of chickens annually.

- Milwaukee County's (Wis.) Neighborhood Coordinating Councils give residents a say in shaping social services for young people in two low-income, predominantly minority neighborhoods.

- Project SPIRALS, serving a

13-county service delivery area in Missouri, uses job training and education to help single parents living in two of the state's most impoverished counties escape from the cycle of welfare dependency.

Funded by the Ford Foundation and administered by Harvard's John F. Kennedy School of Government, the Innovations Program annually recognizes policies and initiatives considered to be unusually effective in addressing public needs at the state and local levels.

# PILT campaign continues through August recess

By Richard E. Keister  
associate legislative director

As Congress winds down for its August recess, the Payment-in-Lieu-of-Taxes (PILT) campaign continues to seek co-sponsors in the House and Senate while pushing for hearings when Congress returns.

On Friday, July 30, West Virginia State Administration Executive Director John Hoff met with the West Virginia delegation to ask for its sponsorship on the PILT bills, S. 455 and H.R. 1181. He reported that the West Virginia representatives were more cautious about quickly sponsoring the House bill in light of the deficit-reduction package currently under consideration

by Congress. He also noted that Senator Byrd remains concerned about where the money will come from to pay for an increase in PILT, but that he did not indicate he will "hold" the bill this year.

In the Senate, hearings have been requested by Senator Mark Hatfield (R-Ore.), NACO and the Association of Arkansas Counties before Senator

Dale Bumpers' (D-Ark.) Subcommittee on National Parks and Public Lands. Both county officials in Arkansas and Bumpers' staff report that he will grant a hearing sometime in September or October. NACO is attempting to confirm a date in September so that a national PILT rally can be scheduled in Washington D.C.

NACO staff have also met with

members of the U.S. Department of the Interior's Congressional Affairs Office to provide background information on PILT and to press for its support. When a hearing is held in September or October, the Interior Department will have to testify on its position on the PILT bills. At this time, Interior officials have not discouraged efforts on PILT as did the Bush Administration last year.

NACO has requested a meeting with Leon Panetta, director of the Office of Management and Budget (OMB), to try to gain the support of that key agency for an increased authorization for PILT. OMB is the agency that determines federal agency budgets.

Also, NACO will meet with key California Democrats in the House—Vic Fazio, George Brown and Dan Hamburg, all co-sponsors of the House bill. Their support will be extremely helpful in convincing Representative George Miller (D-Calif.) to support passing our PILT bills. Representative Pat Williams (D-Mont.), the original sponsor of the House bill, will press for a hearing before Representative Bruce Vento's (D-Minn.) subcommittee to coincide with a Senate hearing date.

# Phelps stresses children's issues in meeting with president

By Tom Goodman  
public affairs director

Dane County (Wis.) Executive Rick Phelps had a unique opportunity in a meeting with President Clinton in late July to stress the importance of children's issues and the need for the federal government to provide leadership in solving these problems.

Phelps was among 25 elected officials, educators, and business and labor leaders from Wisconsin—including his wife, Hannah Rosenthal, a leading spokesperson on women's

issues—to meet and be briefed by the president, Vice President Al Gore and other Administration officials. The president's economic proposal was the main focus of the meeting.

In the question and answer session that followed the briefing, Phelps discussed with Clinton the issues raised at NACO's Annual Conference in Cook County, Ill., by Attorney General Janet Reno, who said that providing health, education and social service programs for children is a better solution to our crime problems than mandatory sentences and more jail cells.

"I told the president that the fed-

eral government needs to focus on preventing problems and investing in programs for children and their families," Phelps said after the meeting. "It was an important opportunity to remind the president that counties are emerging service providers in urban and metropolitan areas."

Phelps said he also expressed concern about possible budget cuts in programs for children and families. "If the federal government cuts support and reimbursement for these programs, it won't save the taxpayer," he told the president, "but will just shift the cost to local government."

The president was "very responsive to this," Phelps said. President Clinton noted that his economic package includes some funding for children's programs, such as Head Start and immunization. Phelps said Clinton agreed that cutting children's programs would be harmful.

Other issues raised in the meeting, according to Phelps, were concern about keeping local governments exempt from the gas tax and flexibility for the cut off date for damage from the Midwest floods because crop damage will not be known until late fall.

# WELFARE from page 2

the others as they are confirmed. "We want this to be an open process," Monahan urged. "We know we don't have all the answers."

Monahan outlined the working group's four guiding principles:

- 1) The economic support system should provide incentives that encourage families to work and not stay on welfare. In other words, "make work pay."

- 2) Child support enforcement must be dramatically improved to ensure that both parents assume responsibility to support their children. Only one-third of the nation's single parents receive court-ordered child support, Monahan pointed out.

- 3) Support the necessary education, training and other services to help people get off and stay off welfare, and urge expansion, refinements and better coordination of existing programs under the 1988 Family Support Act.

- 4) Create time limits on receipt of cash assistance. This core principle, the one that generates the most controversy, assumes that if the other

principles are met, assistance for those able to work can truly become transitional.

Based on these principles, the president's working group has been divided into nine subgroups, ranging from transitional support to program simplification to child care. Ideas developed by the issue groups will be published in a series of working papers to provide information and spark public discussion.

NACO has told the working group that it intends to be an active participant through its own task force and the state and local coalition, which includes NACO, the National Governors' Association, National Conference of State Legislatures, U.S. Conference of Mayors, National League of Cities and the American Public Welfare Association.

Welfare reform is not new to NACO. During the 1987 and 1988 debate over the Family Support Act, NACO was active in crafting its own policy and vigorously advocating its positions on Capitol Hill. NACO responded in a similar fashion in previ-



**John Monahan, HHS intergovernmental affairs director, explains Clinton welfare reform principles at Annual Conference workshop.**

ous debates during the 1970s.

This year is no different. The NACO Task Force on Welfare Reform adopted a resolution at the Annual Conference supporting a number of short- and long-term steps to replace the welfare system. The group also urged that in the near term, Congress adopt the recom-

mendations it received from the National Welfare Simplification and Coordination Advisory Committee.

In addition to NACO's own policy, Wayne County (Mich.) Commissioner Kay Beard and Somerset County (N.J.) Freeholder Director Michael Pappas have made significant contributions to a consensus document on reform, adopted by the state and local coalition.

The president's working group has met with them and is following closely their activities, said Monahan. The document, which outlines a number of principles and positions, was formally approved by NACO and must go to the other organizations for similar review.

NACO staff has also participated in initial meetings with working group members, and is in close contact with intergovernmental officials at HHS.

Asked how flexible HHS is willing to be in granting waivers to federal regulations for counties trying new approaches, Monahan replied

that the department is "committed to reviewing waiver requests as expeditiously as possible."

Another delegate was concerned about the lack of jobs available after training is completed. The president is trying to do things to turn the economy around, explained Monahan, such as reducing the deficit. "Deficit reduction should generate jobs."

NACO would like to hear about existing program innovations and specific policy recommendations that can be forwarded to the president's working group. Please send those suggestions to Tom Joseph and Brian Lagana at NACO or call them at 202/393-6226.

The working group has also established its own "intake center." To contact them directly, please write to: Welfare Reform Working Group, Administration for Children and Families, 370 L'Enfant Promenade, S.W., 6th Floor, Washington, DC 20047.

(Susan D. Grubb, staff writer, contributed to this article.)

# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.

## Counties adopt new legislative policies for coming year

The primary work of the Annual Conference is the adoption of the *American County Platform*. The platform determines NACo's position on matters before Congress, and guides its lobbying efforts on behalf of counties before the Administration.

This year, delegates adopted 75 new policy resolutions. They deal, as counties do, with issues ranging from the environment to taxation and finance. Following is a report highlighting some of the key resolutions.

### Agriculture and Rural Affairs

NACo lent its support to the U.S. Department of Agriculture's Watershed Protection and Flood Prevention Program in a resolution originating in the Agriculture and Rural Affairs Steering Committee.

The resolution urges NACo to unite with the other members of the National Watershed Coalition to help promote the program as an "appropriate means for addressing the nation's water conservation and quality needs."

### Community and Economic Development

The Community and Economic Development Steering Committee presented nine items for adoption. Among them was the inclusion in the platform of a broad policy statement on converting military bases to civilian use. The policy addresses concerns raised by local officials about federal oversight of base closings, economic adjustment assistance, property transfer protection from lawsuits based on toxic contamination, environmental cleanup, fair market value and worker retraining.

Delegates also adopted a resolution from the steering committee "that supports the designation of empowerment zones and enterprise communities as a way to promote an improved and diversified business environment and provide a range of economic opportunities."

It suggests there be future rounds for designating additional zones and communities; that poverty should not be the sole criterion for designation; that there should be no matching requirement; that states and local governments should not be required to provide tax incentives in the zones; that certain federal regulations or laws, such as federal labor standards under the

Davis-Bacon Act, be waived; that local governments, on the other hand, should not be required to waive their local requirements; that state governments should not have veto authority over applications from their states; and finally, that any legislation authorizing the creation of empowerment zones or enterprise communities contain explicit language that gives counties a voice in developing and implementing any plans.

### Employment

One of the four resolutions coming out of the Employment Steering Committee endorses the Clinton Administration's proposed National Service Trust Program.

The resolution encourages the Administration to give counties an "adequate" voice in administering the program through the existing local public/private partnerships under the Job Training Partnership Act (JTPA). It also asks for flexibility in meeting matching requirements through in-kind services from JTPA and other community resources, and the ability to streamline the funding process.

### Environment, Energy and Land Use

Nine platform revisions or resolutions were recommended by the Environment, Energy and Land Use Steering Committee. Two key ones concerned the Clean Water Act and the Radon Abatement Act.

Any legislation amending the Radon Abatement Act of 1988 should establish a demonstration program in high-risk radon counties to develop new methods for increasing public awareness about the dangers of radon, more testing and better mitigation of radon-related problems. (There are approximately 1,000 counties in the United States considered to have unusually high levels of radon.) In addition, grant assistance funds for state radon programs should be passed through to local jurisdictions, especially to those counties in a high-risk category.

New and proposed regulations under the Safe Drinking Water Act of 1976 place a critical financial burden on many state and local governments. In a resolution adopted by the Board, NACo recommends that EPA use a risk-based approach when developing regulations adopted under the Safe Drinking Water Act; that adequate federal

assistance be provided for complying with regulations; and that, as a condition of receiving federal assistance, any consolidation of small water systems include county governments in the planning, development and managing of such systems.

### Health

The Health Steering Committee presented 10 items for adoption at the Annual Conference. Among them was renewed opposition to the imposition of federal spending caps on entitlement programs, since such restrictions shift costs to county programs; a resolution urging that federal, state and local governments adopt policies that would reduce the prevalence of handgun ownership and the availability of illegal firearms; and a third that supports President Clinton's initiative to substantially increase the amount of funds spent on childhood immunizations.

### Human Services and Education

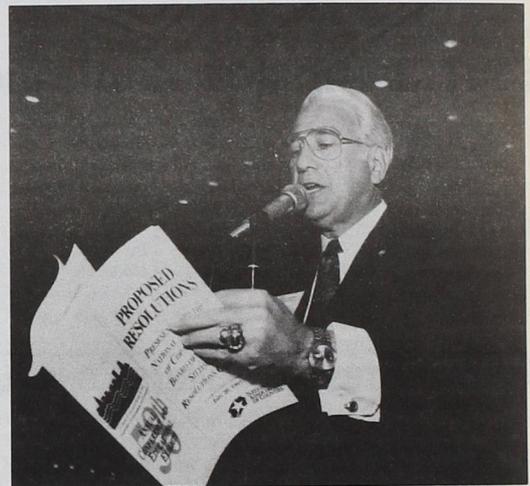
In the human services and education policy area, delegates approved nine items, including a resolution that supports provisions in the House reconciliation bill that provide enhanced food stamp allowances and enhanced administrative matches. Other resolutions support the expansion of the Earned Income Tax Credit; increased funding for services that keep families together; and welfare reform measures that include, among other items, time-limited eligibility, transitional support services, program simplification, electronic technology in benefit transfer and passage of the Family Preservation Act.

### Intergovernmental Relations

A resolution addressing unfunded federal mandates, a thorn in the side of county governments for years, was unanimously approved by both the Intergovernmental Relations Steering Committee and the Board.

It urges Congress and the Administration to enact legislation relieving counties and cities of "all obligation to carry out any new mandate arising from federal law, regulation or policy unless federal funds are provided." The legislation should also support reimbursing local government for the costs of complying with federal mandates.

The resolution goes on to encourage that a provision be placed in future mandates requiring federal



Bill Melton, vice chair, Taxation and Finance Steering Committee, and Dallas County (Texas) treasurer, presents his steering committee's policy recommendations at the Annual Conference Business Meeting.

All photos by David Hathcox

departments and agencies to provide "scientifically sound assessments of purported health, safety or environmental risk prior to the imposition of any new mandate on local governments."

Finally, the resolution supports a National Unfunded Mandate Awareness Day to be held this fall, during which county officials, nationwide, will be urged to hold press conferences in coordination with local and state officials to draw attention to the problems imposed on counties by unfunded federal mandates.

In its 1994 appropriations bill for Treasury, Postal and General Government, the House of Representatives, on June 28, voted to eliminate funds (\$1.8 million) for the Advisory Commission on Intergovernmental Relations (ACIR).

To help prevent ACIR's doors from being permanently closed, the committee and Board approved a resolution urging both houses of Congress to approve full funding for the commission in the final 1994 appropriations bill.

### Justice and Public Safety

Five new resolutions were added to the platform when delegates adopted items proposed by the Justice and Public Safety Steering Committee. One key resolution supports legislation introduced by Senator Barbara Mikulski (D-Md.) to improve the Federal Emergency Management Agency by reducing

the number of political appointees at the agency and establishing a Domestic Crisis Monitoring Unit in the White House.

### Labor and Employee Benefits

Revision of the regulations under the Fair Labor Standards Act (FLSA) was endorsed in a resolution sent to the Board by members of the Labor and Employee Benefits Steering Committee.

It specifically asks for revisions in the salary basis test for public employers and requests new regulations, within the next year, that take into account public officials' accountability for tax-financed salaries.

Also, the Department of Labor is urged to undertake a more comprehensive revision of the regulation on overtime exemptions for administrative, executive and professional employees in the public sector.

The resolution goes on to suggest specific amendments for revised regulations: 1) permitting paramedics to qualify for the "207 K exemption," whether or not they are integrated with the fire department or perform firefighting duties; 2) allowing public employers to discipline their employees through suspensions without pay, for less than a week, without losing their exemption from the overtime re-

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# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.

## No magic in capital financing, experts say

By Leigh Ann McKelway  
Virginia Association of Counties

Those who came looking for magic at Monday's creative capital financing session left without seeing a bunny pulled out of a hat.

No creative financing device exists that will build a jail or anything else at no cost to the taxpayers, said Stuart Fuchs of Goldman Sachs and Co., "Creative financings are great, but ... and the big 'but' is you need to be aware of what your risks are, what your added costs might be and try to keep it as simple as you can," he said.

The five speakers tried to keep the conference session as simple as they could, although complicated terms like "interest rate swaps," "imbedded caps" and "inverse floaters" were mentioned.

Howard H. Hush Jr., a bond lawyer in Chicago who works with Cook County on occasion, suggested that counties wanting to use creative financing first become "home rule" counties. That allows counties to do anything not



**Deneice Jordan Walker (center) answers questions about capital financing during Monday's concurrent general session on the subject. Also pictured (l-r): Ralph Tabor, NACo legislative director; Gene R. Saffold, LS Financial Advisers; and Ron Gault, J.P. Morgan Securities.**

prohibited by the legislature. Home rule has liberated Cook County, Hush said, and enabled it to engage in some of the most innovative financing anywhere in the past few years.

Gene R. Saffold, a partner in LS Financial Advisers, covered the topic of independent financial advisers and their role. Among other duties, a financial adviser guides an

issuer (that means a county) through the bond world and serves as a "traffic cop, hand holder, hatchet man ... and party planner."

"Because you don't do this every-

day like [underwriters] do, you need someone to stand on your side of the table" and help sort out bond proposals, Saffold said.

Deneice Jordan Walker, a partner with Demetrius E. Carney and Bros., Ltd., reminded officials that "creative financing does not necessarily mean that it's complicated financing." She offered these characteristics of creative financing:

- generating sufficient revenue at the lowest possible cost
- maximizing the leverage of your resources without exhausting or overtaxing them, and
- doing little harm to economic development initiatives.

Ron Gault, who is with J.P. Morgan Securities on Wall Street, said that public debt is getting more complicated because of the "whole menu" of financing options available. County officials need to make sure they're asking the right questions about financing plans, he said.

(McKelway is the Virginia Association of Counties' public affairs coordinator.)

## COUNTY PLATFORM *from page 16*

quirement; and 3) allowing public employees to volunteer their services during periods of disaster declared by the president or a governor without having to pay time-and-a-half for volunteer work.

### Public Lands

The Public Lands Steering Committee presented five resolutions to Annual Conference delegates for adoption. One key resolution sets forth principles that should guide any plan concerning the forests in the Northwest. Briefly stated, those principles include: sufficient funding for counties to maintain essential public services to forest users; sufficient timber production to allow communities to continue to exist; federal assistance to forest-dependent communities for economic diversification; and local government control for any funds allocated to counties or communities for economic diversification, employment programs and social services.

### Taxation and Finance

A resolution that originated in the Taxation and Finance Steering Committee urges Congress to respect the traditional standards of reciprocal tax immunity and to exempt state and local governments from any federal energy taxes. It

goes on to say that if a transportation fuels tax is included in the budget reconciliation legislation, that it be dedicated to the highway and transit trust fund.

A second resolution calls on Congress to enact permanent extensions of the Mortgage Revenue Bond, Small-Issue Industrial Development Bond, Low-Income Housing Tax Credit and the Targeted Jobs Tax Credit.

It also urges Congress to adopt the provision in the House-passed version of the 1993 Budget Reconciliation Act which permits the full 70 percent present-value Low-Income Housing Tax Credit with HOME Investment Partnerships Program funds so long as a project sets aside at least 40 percent of the units for households at 50 percent of median income or less.

### Transportation

When Congress increased the federal gasoline tax by five cents in the 1990 budget agreement, it designated, for the first time, that 2.5 cents of that revenue be used for deficit reduction. Because NACo believes that gasoline tax revenues should be used solely for transportation purposes, the Transportation Steering Committee, along with the Board, adopted a resolution calling on Congress and the Administra-



**Employment Steering Committee Chair Kay Beard (center) huddles with NACo staff (l-r) Donald Murray, associate legislative director, and D'Arcy Philps, legislative assistant, during Policy Coordinating Committee meeting.**

tion to support legislation which would redirect the 2.5 cents portion of the tax to transportation programs.

(Susan D. Grubb, County News staff writer, and Beverly Schlotterbeck, County News edi-

tor, contributed to this report.

Copies of the full text of the American County Platform are available from NACo at a cost of \$10 per copy for member counties and \$25 per copy for non-member counties and other interested par-

ties. To order, send your check, made payable to NACo, to: American County Platform, c/o County News, 440 First St., N.W., Washington, DC 20001-2080. Be sure to include your mailing address with your order. Thank you.)

# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.

## Evaluating performance, tough, but necessary

By Beverly Schlotterbeck  
editor

You probably know how many miles of roads your maintenance department paved last year. But do you know how many man-hours that took, or how much it cost per foot, or how those costs compare to last year ... or to the county next door.

How about your social services? You may know how many clients they saw last year, but do you know whether your staff's intervention was effective? Do you know whether anyone was really helped?

If you do know the answers to these questions, then consider yourself ahead in today's governing game. But if you don't know, you're not alone. Many local governments can't tell how well their programs have performed in any kind of qualitative way.

They can tell you how many potholes were filled, how many transactions occurred in the clerk/recorder's office, or how many persons used their parks and recreational facilities. More than likely, however, they haven't a

clue about whether anyone (i.e., taxpayer) was happy, mad or indifferent to the service they received.

But that's all changing, as the cry for cheaper and better government has sent local governments scrambling to satisfy an increasingly demanding public.

Their quest can be helped mightily by Program Performance Measurement, or PPM for short, according to speakers at Monday's general session on evaluating government performance.

As a concept, PPM is pretty straightforward — just as you evaluate the performance of your employees, with PPM you evaluate the performance of your programs. It's that simple. But the devil, as they say, is in the details.

Craig Garhardt, Prince William County, Va. budget and management director, knows the devil and knows the details. He has been implementing PPM in Prince William County, a bedroom community, a few counties away from the D.C. line.

PPM came to Prince William after a flurry of political change in the late



Participants pack the room for Monday's concurrent general session on evaluating program performance.

'80s, which, among other things, saw local ordinances passed that required each county program to be evaluated every three years, and a strategic plan, adopted a year ago, that called for implementing performance measurements.

With a strategic plan in place, Garhardt was already ahead of the game. Having an idea of where you want to go — a vision of the future for your county — is one of the key

elements in constructing a PPM program, says James Green of the Government Finance Officers Association, another featured expert at the session. Without one, you can't go to the next step — establishing program goals and objectives — and the critical third step — establishing performance measures.

Green says there are basically three kinds of measurements: workload measures, for example,

how many hours on patrol; efficiency measures, such as, cost per ton of trash collected, or cost per emergency response; and finally, effectiveness measures, like average response time.

In many instances, governments already collect this data, explained Kevin Bacon from the accounting and consulting firm of Price Waterhouse. Price Waterhouse's Center for Performance Measurement in Sacramento, Calif. was recently involved in field testing PPM applications in Massachusetts.

Governments use the data to aid in program budgeting, setting objectives or assessing satisfaction — all of which can be linked to performance evaluation. Data collected for measuring performance can also be used to establish benchmarks — a potentially risky area, Bacon admitted, since benchmarking involves comparing yourself to others. Nonetheless, benchmarking is one of the best ways to determine your progress, Bacon said.

Despite PPM's value, barriers do exist to its implementation. The process of defining and adopting adequate measures can be painful, Prince William's Garhardt pointed out, with the "pain hitting long before the value," he cautioned.

Some of the data needed to measure progress is either not readily available or initially costly to collect. Misinterpretation or misrepresentation of results can lay down a political minefield, although, Bacon said, quickly acknowledging apparent deficiencies and outlining plans to correct them usually defuses any criticism.

(For more information about Program Performance Measurement, contact Sharon Lawrence, NACO research director, 202/942-4285.)

## Environment vs. jobs: Who wins?

By Susan D. Grubb  
staff writer

The seating arrangement was all wrong. The county official should have been in the middle, between the environmentalist and the business representative — like they usually are in the debate over environment vs. jobs, one of the concurrent general sessions, Monday morning.

After his election, DuPage County (Ill.) Board Chair Aldo E. Botti, seated on the left of the dais, was a bit surprised to find the county had no "basic philosophy" to look to in addressing environmental issues. The federal government, local government and the citizens all had their own, he said.

With Botti's encouragement, DuPage County assembled a panel of experts to put together a "bible" on environmental guidelines on a wide range of issues, including solid waste management, flooding and pesticide usage.

"That's what's lacking [in local government]," he said, "a basic philosophy."

I support having a philosophy, replied Jim Webb, regional repre-

**"If you don't have a good environment, you won't have a good economy."**

Jim Webb  
regional representative  
Wilderness Society

sentative for the Wilderness Society, seated on the right, "but let's do something about it."

Webb said he has grown frustrated with county government's inaction in southern Florida where the Wilderness Society and local sugar producers are battling over the region's water management system's impact on the ecosystem.

With proper planning, we could have a surplus of water, he contended. "County governments in the area have not been significant players in the water management issue," he said, and because they haven't, the argument has been cast as "environment vs. sugar."

When the problem is phrased as "jobs vs. the environment," he explained, both the business community and the environment lose.

Regulations that hinder present

and new businesses are of great concern to the business community, according to Michael Mallie, senior manager legislative/political affairs, U.S. Chamber of Commerce, seated in between the two. "Our members like national regulations that lay out guidelines so that state and local regulations don't conflict," he said.

A national policy isn't going to fit everyone, said a Louisiana parish official during the question and answer period. Coming from a state where the oil industry and environmentalists often clash over the preservation of wetlands, he believes policy must be localized given his state's unique situation.

Commissioner Botti agreed, and added that the federal government should be spending money to educate local officials, the business

community and the public about such problems.

A Wisconsin county official relayed his concern about the negative effect environmental regulations often have on small businesses.

We have to sacrifice to help the environment, Botti replied, a small business owner himself. "Society just has to make some changes."

The commissioner, however, would like to see small business owners have more input in the regulations process. "It's often the small businessman [who] is not heard."

Society would be better off if our predecessors had made the tough decisions, he continued. "We have to make the decisions and do it. ... That's the type of war we have today."

"But we have to make sure the troops are headed in the right direction," Webb reminded.

On the issue of businesses locating in a watershed area, another delegate asked if businesses push the envelope. "That's a local decision," Mallie responded. You must ask, "How much do you want this business?" Webb added, "If you don't have a good environment, you won't have a good economy."

# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.

## Strategies outlined to stop unfunded mandates

By Leigh Ann McKelway  
Virginia Association of Counties

Summing up Sunday's session on unfunded mandates, John T. Torbert, executive director of the Kansas Association of Counties, said: State and federal governments should not "pass the buck without passing the buck." Two other speakers joined Torbert in a discussion of unfunded mandates, agreeing that mandates are increasing and that counties need help paying for them.

Robert Hadfield, executive director of the Nevada Association of Counties, described his association's successful promotion of an advisory referendum against unfunded mandates. In July 1992, Nevada's county commissioners "finally got mad enough to do something about" the legislature's increasing interference, which included caps on local revenues, he said.

The state's 17 counties acted quickly because there were less than three weeks to put an advisory measure on the November ballot. There was no "well-founded,

lengthy discussion" of what to do, Hadfield said, adding that the entire campaign cost \$3,500, which covered materials, cards, buttons and travel. Passage of the referendum depended on the communication and contacts that commissioners could muster in their home counties.

Despite weak support from Nevada's cities, no support from the governor or legislators and opposition from the Nevada Press Association, the no-mandates question passed, with 82 percent of the voters going on record to oppose unfunded mandates. The Nevada association's success with the advisory referendum led the state legislature to pass a bill against unfunded mandates. The bill requires the legislature to specify a source of funds for any new or expanded programs.



**Bob Hadfield (l), executive director, Nevada Association of Counties (NAC), discusses NAC's successful promotion of a statewide referendum on unfunded mandates as Jim Rout, Intergovernmental Relations Steering Committee chair, looks on.**

Kansas counties are seeking mandate relief, too. The counties

**State and federal governments should not "pass the buck without passing the buck."**

John T. Torbert  
executive director  
Kansas Association of Counties

worked on a constitutional amendment to eliminate unfunded mandates during this year's legislative session, but it was stuck in committee, Torbert said. "With a concentrated effort" next year, the Kansas association hopes to bring the bill out of committee for a vote, he said.

Getting an anti-mandate law on the books is laudable, Torbert said, but it won't solve all county problems. People in states that have banned unfunded mandates have told Kansas officials that the bans build awareness of the pass-the-buck problem, but they don't get the legislature to come up with the necessary bucks. "We know this is not going to be the final solution," Torbert said.

Also speaking on unfunded mandates was Linda E. Bacon, an analyst for Virginia's Joint Legisla-

ture Audit and Review Commission, which is the state's watchdog agency. The commission studied state and federal mandates on local governments and published a 96-page catalog of mandates.

The Virginia commission recommended several ways to ease the mandate burden, including increasing local taxing authority and raising state aid to localities. Legislation resulting from the mandates study now require that "whenever possible" mandates first be implemented on a trial basis in pilot projects before spreading to all localities. Other legislation calls on state agencies to review, every four years, the mandates they impose to see which ones can be eliminated or streamlined.

(McKelway is the Virginia Association of Counties' public affairs coordinator.)

## Instant news conference unfolds at Annual Conference

By Lois Kampinsky  
telecommunications  
and training director

It must have looked strange to the unknowing eye at 8 a.m. on Tuesday, July 20. Several conference-weary delegates and staff members assembled in front of the County-to-County video teleconferencing equipment in the Chicago Hilton's Grand Ballroom to talk to a television monitor.

Had the conference extracted their normal reasoning faculties, or was something else going on?

The latter proved true as the group had gathered to use the on-site video teleconferencing equipment for a press conference with media representatives from the Centre County, Pa. area. They not only talked to the monitor, the monitor talked back. It proved to be a useful demonstration of the phone line-based interactive system that NACo has been trying out with several state asso-

ciations of counties over the past few months.

Print, radio and television media representatives were on hand early that morning to learn about the NACo Annual Conference and interview several attendees. These included NACo Executive Director Larry Naake; NACo Health Steering Committee Chair Marilyn Krueger; Vicki Wedler, chairman, Centre County (Pa.) Board of Commissioners; Sharon Lawrence, NACo research director; and Lois Kampinsky, NACo's telecommunications and training director.

The press conference came together at the last minute when Vicki Wedler suggested that Penn State University, in her county, had equipment similar to the County-to-County equipment being demonstrated to county officials on the conference floor. She hastily called the media to present an overview of NACo activities and priorities.

Despite differing telephone carriers and transmission rates that



**NACo's County-to-County Video Teleconferencing Network was all hooked up for delegates to examine during the Annual Conference.**

had to be made compatible, the two sites were able to connect easily. The reporters asked their questions and received immediate answers through the phone line video and audio linkup.

Known as the County-to-County Video Teleconferencing Network, the equipment and lines for the overall trials have been installed in California, Florida,

Georgia, North Carolina and NACo headquarters. Others will come to Michigan, Minnesota and Oregon.

The Annual Conference proved that video teleconferencing is the tool of the future. But already, it's being used extensively for training and communications. Many county officials visiting the on-site dem-

onstration revealed that their states already use this or a similar system. This is especially true in rural states where communications tools are vital, as was true with television cable systems and satellite communications.

Wyoming and South Dakota have more than a dozen teleconferencing sites in their states; Tennessee and Oregon have more than 40. NACo is now exploring how to interconnect these existing systems so counties can lease teleconferencing rooms at nearby universities, colleges or school systems, instead of necessarily having to invest in their own equipment and lines.

By linking NACo headquarters and state association demonstration sites with these existing state sites, NACo hopes to expand the network immediately.

This will enable county officials, and anyone else using the network, to simply dial up another site and hear, see and speak with those at the other end.

# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.

## "Keeping it simple," not easy

By Leigh Ann McKelway  
Virginia Association of Counties

"My wife referred me to this workshop," said one man, to laughter, as he entered the KISSing workshop on Sunday.

A different kind of kiss was on the agenda, though, the kind that stands for "Keep it Simple, Stupid." During the workshop, members of the National Association of County Information Officers discussed communicating well by using simple words and phrases.

Claire Palermo Flower, public affairs director for Westchester County, N.Y., began with a list of words that government workers love, but that they should try to avoid. "People write like this when they really don't know what they're talking about," she said, advising people to walk away from these words: viable, effectuated, impact, input, hereinafter, prioritize, orient, output, implement, impacted (which is "something that wisdom teeth get but it is not a verb"), thrust, parameter and hires (for employees).

Keeping communication simple is especially important when dealing with reporters, said Rose Cummings, director of public service and information for Mecklenburg County, N.C. "The media will interpret your message—that's scary," she said. "Don't give them the chance. ... The more concise, the more direct your message, the less chance of it getting screwed up."

Cummings offered several examples of sentences whose meaning was hard to decipher, then she showed how to make those same sentences crystal clear. Here's one example: **Before:** This memorandum is for the purpose of giving information to you outlining several strategies that you could properly pursue to influence contributions toward your agency. **After:** Here are some strategies you can use to get more contributions for your agency.

(McKelway is the Virginia Association of Counties' public affairs coordinator.)

## Successful labor contracts begin early

By Leigh Ann McKelway  
Virginia Association of Counties

"How to bargain with no money" was the slant of Sunday's labor relations session sponsored by the National Association of Human Resources Administrators, a new NACo affiliate. Two seasoned negotiators shared their knowledge.

James Baird, a partner in the Chicago law firm of Seyfarth, Shaw, Fairweather and Geraldson, began by stating that "the problem of no money is not new. It's something we've been facing for three, four, five years. We've also been getting contracts in spite of tight economic times. ... We can get resolution without money."

A successful negotiation begins by planning at least six months in advance to deal with employee expectation, Baird said. Subtle messages should let employees know that revenues are down, unexpected costs have risen and it's generally a bad year. This is done before formal negotiations begin, via employee meetings, newsletters and media reports, he said.

Baird offered several methods of

showing union leaders just how bad county finances are. For example, county negotiators could present a list of projects that are going undone because there isn't enough money. "We don't talk about where we are spending the money," Baird said. "We talk about where we aren't."

Calling on counties to be proactive during negotiations, Baird suggested putting several proposals on the table — such as random drug testing — to withdraw them later in exchange for union concessions. When manufacturing leverage this way, Baird said, make sure county proposals aren't "stupid stuff. Your proposals have to pass the laugh test."

One important rule, Baird said, is to never give away management rights in lieu of a wage increase, because management rights never return once they leave.

The second session speaker was William A. Rolando, chief labor negotiator for the Illinois secretary of state. He offered a detailed look at a 1991-92 situation in which a union kept saying it wanted layoffs plus a salary increase rather than no layoffs and no increase. When confronted by massive layoffs — and after months of talks — the union finally



Jim Baird, partner in the Chicago law firm of Seyfarth, Shaw, Fairweather and Geraldson, explains labor negotiating tactics at workshop on the subject.

### "I'm a firm believer in win-win negotiating."

William A. Rolando  
chief labor negotiator  
Illinois secretary of state

agreed to a slight pay raise plus a no-layoff provision.

"I'm a firm believer in win-win negotiating," Rolando said. "You

don't have to beat the union up."

(McKelway is the Virginia Association of Counties' public affairs coordinator.)

## Hightower pledges a strong support for NACo platform

By Jill Conley  
staff writer

Fulton County (Ga.) Commissioner Michael Hightower was unanimously elected NACo third vice president after his opponent, Greene County (Ohio) Commissioner Reed Madden, withdrew from the race at Tuesday's Annual Business Meeting.

In his acceptance speech, Hightower told conference delegates that being elected to NACo's Executive Committee was among the greatest honors of his life. And, after complimenting Madden on a competitive race for the office, Hightower said, "I stand before you ready to serve, ready to defend NACo's diverse and competent platform, ready to commit a year of hard work and enthusiasm to the betterment of county government throughout the United States.

"When I assume this office," he continued, "let me make it clear that I am ready to serve the NACo membership with a strong commitment and dedication to my duties as NACo third vice president. I am ready to work to make the message of county government heard loud and strong, ready to

represent the citizens of Fulton County and ready to join our president, Barbara Todd, in a great year."

Hightower went on to quote the late Hubert H. Humphrey, saying, "It was once said that the moral test of government is how that government treats those who are in the dawn of life, the children; those who are in the sun of life, the elderly; and those who are in the shadows of life, the sick, the needy and the handicapped.

"Mr. Humphrey expounded upon what we will be working for as we move into the 21st century," said Hightower. "For we cannot leave out anyone in our society when we face the challenges of providing universal health care, strengthening the justice system and creating jobs."

Hightower went on to say that individual lives can only be made better through public involvement



Commissioner Michael Hightower (c), Fulton County, Ga., poses with his new NACo Executive Committee colleagues, President Barbara Sheen Todd and Immediate Past President John H. Stroger, Jr.

and participation and through good leadership. Local officials, he said, should encourage citizen involvement in government in an effort to change the current pattern of public non-chalance and disenchantment with the American political system.

Hightower closed his address by asking the NACo membership for its

support as the new Executive Committee works to strengthen county government and build stronger bridges between counties and other levels of government. "It doesn't matter how many citizens we serve or how large a budget we have to contend with. We are all in public service for the same reason," he said. "Yes, to make a difference."

# SPECIAL REPORT • PART II

# 58th ANNUAL CONFERENCE

## COOK COUNTY, ILL.

### Getting your attention – the Exhibit Hall way

By Susan D. Grubb  
staff writer

For some reason, delegates thought the car was going to be raffled off. The Impact 3 that is, the shiny, steel-blue battery-powered car that catches your eye as you walk into the Exhibit Hall.

Exhibitors traditionally stand in their little squared-off area in nicely pressed suits, slick brochures in hand, ready and waiting for delegates to stop and listen.

But others go a little further in promoting their product, like GM. Having the actual vehicle there enticed delegates and this reporter to come closer to look at a car of the future.

GM Exhibitor Cheryl Oloff, repeatedly denied the raffle rumor at the General Motors Booth, and continued on with the pitch.

"It's fully equipped," she says, indicating the air conditioning, CD player and power windows.

Drawing a T-shape with her left hand, she points out the huge pack of batteries across the back that fuel the computer-controlled AC induction motor, and continue under the center console between the two front seats.

It looks a bit odd, like cars of the future usually do, with its rounded top, bulky back-end and computerized keypad inside.

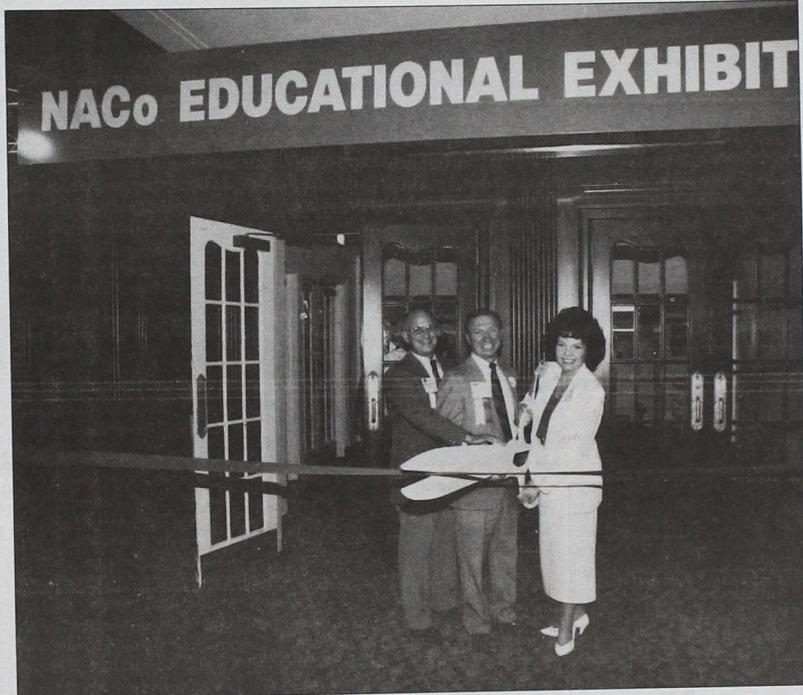
And it is the type of car some state and local governments see in their future as one way to cut down on auto emissions, which many are mandated to do under the Clean Air Act.

Because it can only be driven a distance of 70 miles in the city, and 90 on the highway, "It's meant to be a secondary car," Oloff tells me. Its top speed is 75 mph and it can accelerate from 0-60 mph in 8.5 seconds. Battery charge time is normally two to three hours.

GM's production target is the spring of 1998, she explained, but GM plans to have a fleet of 50 test vehicles on the road in the spring of '94.

Price? Oloff wouldn't commit to one, but said the Impact 3 would be "priced compatibly to an internal combustion car." The federal government has committed to a tax credit of ten percent (up to \$4,000) for consumers, she added, and said GM is working with the states on a match.

Suffolk County (N.Y.) Deputy County Executive Alice A. Amrhein stopped by to ask if GM might be interested in a demonstration pro-



NACo officers cut the traditional ribbon signaling the opening of the Annual Conference's 1993 Educational Exhibits. (l-r) Then-Third Vice President Doug Bovin, then-Second Vice President Randy Franke and then-First Vice President Barbara Sheen Todd.

gram in her county, "We'd use them at the community college for our security guards."

Oloff didn't give her an answer, but did take her business card.

As I make my way up Aisle 1400, I come upon a group of delegates gathered around the Rosser Fabrap booth.

Are the more than one dozen people standing in line to find out more about how to plan a justice facility? No way. This crowd is waiting to get their free caricature drawn by artist Steve Sanada.

Exhibitor Jay Smith is more than pleased to have them here, however. He works the crowd, talking up his product and handing out information.

He finds his way to San Diego County (Calif.) Supervisor Leon Williams standing on the periphery with his wife, contemplating whether to get in line.

They talk briefly about a jail facility in William's county, but no sale here, not today anyway. The Williams' move on.

Artist Sanada starts on his next subject — Freeholder Director Charles Garröd of Middlesex

County, N.J. As he finishes sketching the actual-size face, he adds a tiny gloved body clutching a sealed metal barrel of solid waste. "This is my homework," he writes in the word balloon above Garröd's now enormous head.

This is humor only county officials could appreciate ... and the

crowd did.

Just as I sit to jot down some observations, psychic Ross Johnson, with microphone in hand, beckons delegates over to the US West booth for his performance.

He coaxes "Donna" to assist him with a card trick.

Johnson then hides a playing card

and a \$100 bill in a wallet-type folder and places it on a table.

Donna is instructed to deal the cards and stop at the card of her choice — it is the nine of hearts.

Johnson opens the folder and reveals — you guessed it — the nine of hearts. No \$100 for Donna, but she does get an official US West collapsible travel razor for her efforts.

The crowd, now numbering about 20, awaits the next trick.

Now one of the things a seasoned reporter never does is get too involved with the subject she is writing about, but what the heck!

So there I was, up on the platform next to Ross, feeling like Pat Sajak's letter-turning sidekick Vanna White.

I choose two of the four half-dollars he has presented me on a tray. I examine them for holes and hand them over. He places them on his eyes and instructs me to give him several strips of white tape which he secures over his lids. Next, the blindfold, which he wraps over his eyes and I snap behind his head.

Ross asks for volunteers who, one by one, place an object on a tray and hold it under his hands. I have charge of the microphone while Johnson questions each one about their item.

The energy must be good for Johnson today, he guesses them all correctly — a bottle of beer, a good luck charm and a wedding ring. He had trouble with the \$20 dollar bill, however — misidentifying one of the last four digits of the serial number.

Ross thanked me and the audience applauded. My short-lived time in the Exhibit Hall spotlight was over. So I grabbed my reporter's notebook and walked away with my razor.



### County Government and Health Systems Reform Reports of NACo's year-long look at health reform now available!

- County Governments and Health System Reform: A Report to the President and Board of Directors ..... \$10
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# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.



(l-r) Ronald Cooper, Steptoe & Johnson, speaking before the Labor and Employee Benefits Steering Committee. Committee Chair Donald Aytch, Caddo Parish, La., takes notes.



Monterey County (Calif.) Supervisor Barbara Shipnuck answers questions from reporters about county governments and health system reform at a Friday news conference. NACo President John H. Stroger, Jr. (l) and Jacksonville-Duval County (Fla.) Councilmember Terry Wood look on.



Agriculture and Rural Affairs Steering Committee Chair Grady Hunter leads discussion on policy issues. Also pictured, Reynaldo Alaniz, committee vice chair.

All photos by David Hathcox



Jim Rout, commissioner, Shelby County, Tenn., chairs Intergovernmental Relations Steering Committee meeting.



(l-r) Transportation Steering Committee members, Micki Hackenberger, Jim Sullivan and Cindy Erker, during policy deliberations on Saturday.

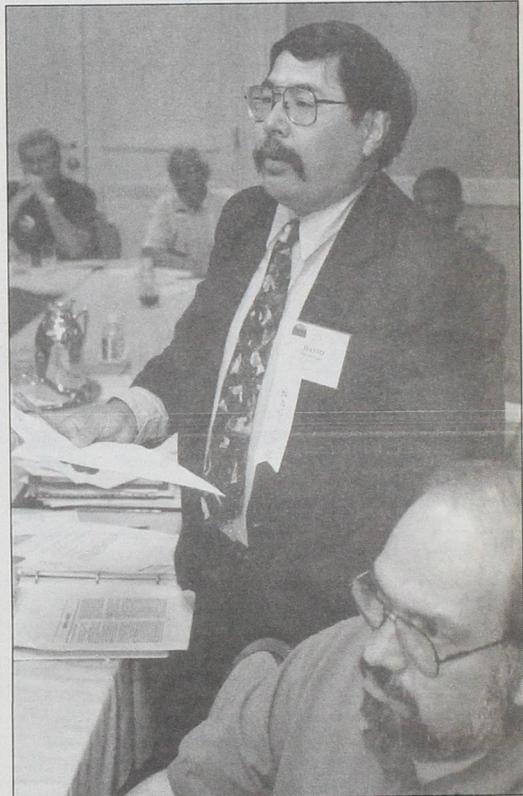
# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.



Environment, Energy and Land Use Steering Committee members approved nine resolutions and platform changes during their meeting.



David Lopez, member, Employment Steering Committee, addresses committee members during their examination of policy issues.



Mary Boyle, chair of the Taxation and Finance Steering Committee's Tax-Exempt Bonds Subcommittee, presents her subcommittee's report to the full steering committee.



Mike Gillespie, chair, Community and Economic Development Steering Committee, listens to discussion among committee members.



Doris Ward, chair, Human Services and Education Steering Committee, confers with Vice Chair Paul McCarron.



Billie Greenbey of the Barrett Sisters, who performed during the Opening General Session, hits a happy note.

PHOTO BY JIMMY HARRIS FOR COUNTY NEWS

# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.



Leroy McAllister, King William County, Va., listens to discussions during the Health Steering Committee meeting.



Janet Reno meets with reporters after her address at Sunday's Opening General Session.



(l-r) Anastasia Cobb, representing the 20th Century Fund at the Annual Conference Educational Exhibit, talks with Mary Ann Black from North Carolina.



Lisa Skumatz, vice president, Synergic Resources Corp., outlines issues involved in financing solid waste facilities at a workshop of the same name.



Looking for tips on how to improve their relations with the media, participants packed the National Association of County Information Officers' workshop, "Media Relations: How to Get Your Point Across."



Kristy Miller, EPA Radon Division, was one of the three panelists to speak at the "Radon: A Rational Response to a Serious Health Threat." Waiting their turn at the podium are fellow panelists: (l-r) Conrad Weiffenbach, Wisconsin Radiation Protection Unit, and Commissioner John P. Stone, Jefferson County, Colo.

# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.



Backstage, NACo President Barbara Sheen Todd congratulates Johnny Mathis on his performance at the Inaugural Gala, Tuesday evening.



NACoNET Technology Scholarship winner, Tarlisha Barrett.



NACo Presidential Scholarship winner Cordelia Tate (second from left) shows off the plaque recognizing her scholarship.



(l-r) NACo Executive Director Larry Naake and newly elected NACo Third Vice President Michael Hightower, commissioner, Fulton County, Ga.

# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.



Ernest Hawkins, Sacramento County (Calif.) recorder of deeds, reacts to a presentation on the impact of the new "motor-voter" legislation.



Public Lands Steering Committee Chair Louise Liston and NACo Associate Legislative Director Rick Keister during the committee's policy deliberations on Saturday.



(l-r) Political leadership in preventing crime and delinquency was addressed by panelists: Vivian L. Smith, HHS Center for Substance Abuse Prevention; Dennis Greenhouse, county executive, New Castle County, Del.; Vivian Watts, Advisory Commission on Intergovernmental Relations; and John Wilson, Office of Juvenile Justice and Delinquency Prevention.



(l-r) Panelists Bob Mulqueen, Iowa Association of Counties; Hamilton County (Iowa) Supervisor Marvin Johnson; and Susan Peterson, Ecological Engineering Associates, discuss economic alternatives for rural areas during a Monday afternoon workshop.

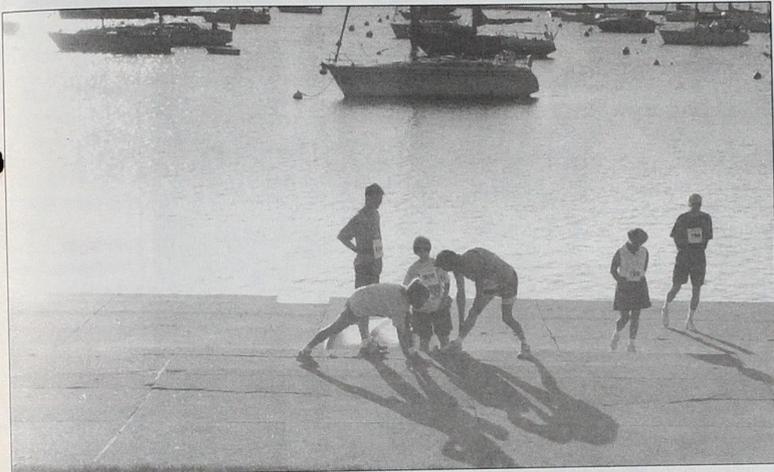


Sal Saputo, Cook County (Ill.) risk management administrator, was a featured speaker at Monday's workshop on "The Impact of Health Reform on County Employee Benefits."

# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.



Runners warm up on the shore of Lake Michigan before Tuesday morning's 5K Fun Run.



Runners reach their stride in the 5K Fun Run.

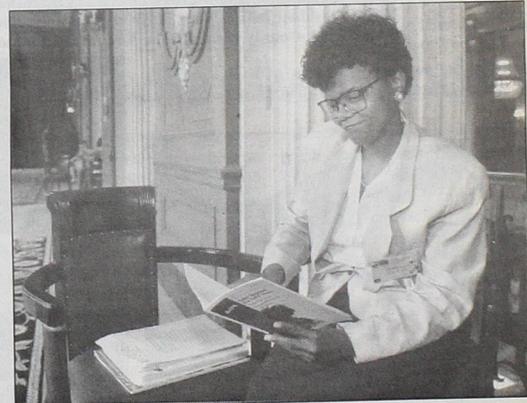


Photo courtesy of Mary Mechtenberg

This may be the dynasty to beat at NACo '94 in Clark County, Nev. As an elected county official, St. Clair County (Mich.) Commissioner Mary Mechtenberg (second from left) knows a lot about winning tough races. So, too, apparently does her family. They ran away with top honors at the 5K Fun Run during the Annual Conference. (l-r) Mechtenberg's son, Michael, took first place in the 15 to 19-year-old division; Commissioner Mechtenberg took second place in her division; daughter, Molly, took first place, overall, in the women's division; and husband, Tom, took top honors in his division.



John Horsley (r), former NACo president, and now deputy assistant secretary for intergovernmental affairs, Department of Transportation addresses Transportation Steering Committee members. Also pictured, Commissioner Andy Warren, chair, Transportation Steering committee.



Vernice Howard, Hertford County, N.C., takes a break from a busy conference afternoon.

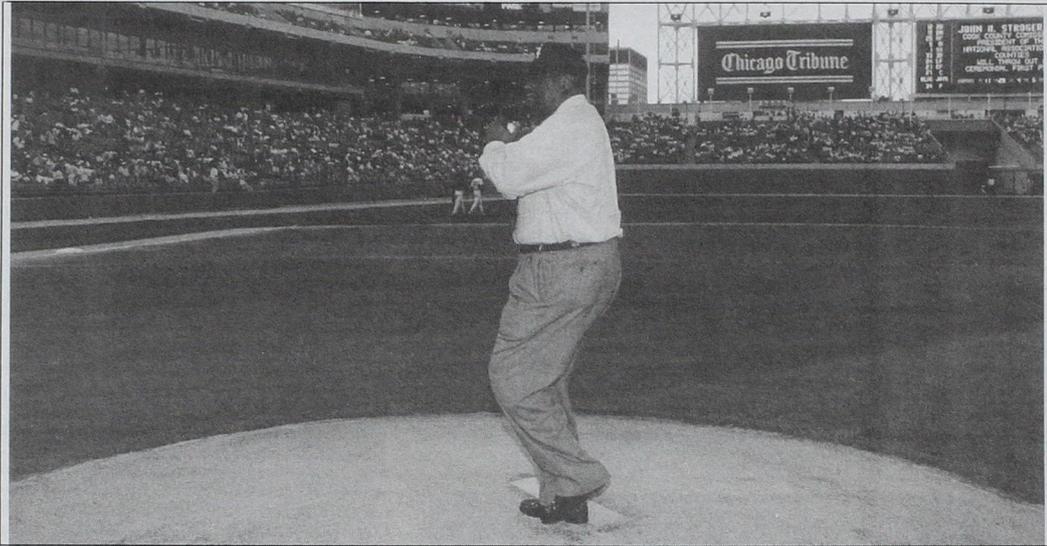


Cook County (Ill.) volunteer Marianne Landry (l) prepares hospital-bag for Martha Osborn, Summit County, Colo.

# SPECIAL REPORT • PART II

## 58th ANNUAL CONFERENCE

### COOK COUNTY, ILL.



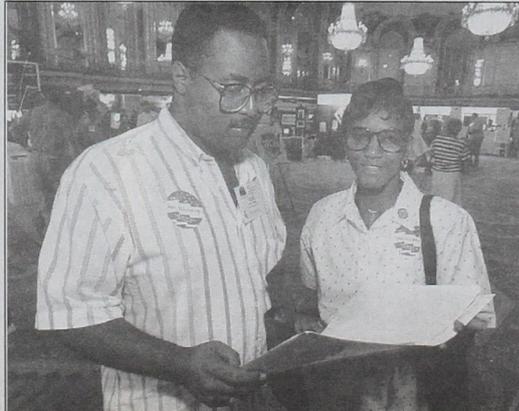
NACo President John H. Stroger, Jr. realizes a childhood dream as he tosses out the first ball at Monday's White Sox game, one of several special events Cook County arranged for Annual Conference delegates.



Mounted Patrol Officer Bone shows off her horse at the All-Conference Celebration.



Natalie Weer enjoys an all-American hot dog at the All-Conference Celebration held Sunday at the Museum of Science and Industry. Natalie and her mother Dianne, are from Tazewell County, Ill., where her father and husband, Ed, is a commissioner.



Otis and Dawn Mathis, Wayne County, Mich., check conference materials after registering on Saturday.



Noelle Chappelle, eight years old, seems to be enjoying the conference just fine, as mother, Sandra, watches proudly. Noelle and her mother hail from Cuyahoga County, Ohio.

## News from the nation's counties

### North

#### ILLINOIS

• A flood relief drive organized by the **COOK COUNTY** Sheriff's Office has collected more than 250,000 pounds of canned food, bottled water and other supplies for Illinois victims of Mississippi River flooding.

The supplies were loaded into semi-trailer trucks July 23 for delivery to distribution centers for residents of **JERSEY, CALHOUN, MADISON, GREEN, PIKE, ST. CLAIR** and **HANCOCK** COUNTIES.

The drive drew contributions from hundreds of Cook County residents as well as more than 80 corporate donors, who provided everything from trucks to transport the donations, to water, food and even a truckload of medical supplies.

#### WISCONSIN

• **MILWAUKEE COUNTY** Executive F. Thomas Ament and County Supervisor Elizabeth Cogg-Jones have launched an initiative to help low- and moderate-income people find safe, affordable housing.

They have submitted to the county board a resolution calling on county staff to work with Robert W. Baird & Co., Inc. to develop and implement a variety of rental and ownership housing initiatives.

Baird, which has a reputation for creating unique housing finance programs, will: identify factors influencing home ownership decisions, conduct an analysis of requirements for developing county-wide affordable housing finance programs, review existing housing finance programs, and prepare a list of options for a housing finance program for Milwaukee County.

"Developing these programs will provide valuable tools to help citizens of modest income obtain housing and even become homeowners, contributing to greater stability in our neighborhoods," Cogg-Jones said. "This initiative addresses our community's growing need for decent, affordable housing."

### South Midwest

#### FLORIDA

• Gil MacAdams, environmental project administrator for **BROWARD COUNTY** Parks and Recreation Division, has been named an "Outstanding Environmental Resources Administrator" in the 1993 SENRA Awards Program.

SENRA, the Section on Environmental and Natural Resources Administration of Southern Illinois University, selected MacAdams to

receive the recognition for outstanding service in his role with Broward County and for his personal service to the Florida Audubon Society.

The awards committee was made up of representatives from Southern Illinois University, Penn State, University of Pittsburgh, University of Baltimore, the U.S. Department of Agriculture's Forest Service and the EPA (Region 9) in San Francisco.

#### NEBRASKA

• **DAWSON COUNTY'S** jail capacity recently increased from 30 to 126 with the completion of a new facility in July.

The \$4.5 million, two-story County Law Enforcement Center was financed, in part, through a \$3.5 million bond issue approved in 1990. In addition to expanded inmate capacity, the facility will house all of the county's law enforcement offices.

### West

#### CALIFORNIA

• The California State Association of Counties (CSAC), along with the counties of **LOS ANGELES, SAN FRANCISCO, SACRAMENTO** and **SANTA CLARA**, has launched an opposition campaign against an assembly bill that proposes to change existing redevelopment law and inhibit a county's ability to manage its own tax revenue.

According to a report by CSAC, AB 1290 would: eliminate the financial review committee process, prohibit any pass-through agreements for the first 20 years of the project, ultimately expand the definition of "blight," and provide for an unrealistic time period for a redevelopment agency to pay off debt and collect tax increment.

In response to this opposition, the bill has been deferred until mid-August.

## Notices ... notices ... notices

### CONFERENCES

■ "Navigate the Waves of Change" is the theme of the **American Association of Homes for the Aging's (AAHA)** 32nd Annual Meeting and Exposition, Oct. 24-27 in San Diego, Calif.

More than 140 educational sessions will be offered where speakers will address issues such as managed care, housing policy, long-term care financing, health care reform, and retirement housing development and financing.

For more information, call the AAHA Annual Meeting Information Line at 202/508-9400.

■ The **Appalachian Regional Commission (ARC)** is sponsoring a seminar on new approaches to management in government agencies, and health, education and community service organizations.

Faculty teams from the University of Virginia, University of Tennessee, Virginia Polytechnic Institute and State University, and the Center for Creative Leadership will teach attendees the popular techniques of Total Quality Management, and Strategic Management and Leadership Development.

For further information, or to register, contact Dr. Jack Russell, director of human resources, ARC, 202/673-7968.

■ **Lead Tech '93**, a three-day conference and trade show featuring speakers on lead poisoning issues, as well as the latest products and technologies in the field, is scheduled for Oct. 27-29 in Washington, D.C.

To find out more, call the Lead Tech '93 Information Line at 301/913-0115.

■ The **American Water Works Association (AWWA)** is sponsoring two upcoming conferences.

The **Water Quality Technology Conference**, Nov. 7-11 in Miami, Fla., explores the latest information on laboratory water quality analysis. **CONSERV93**, Dec. 12-16 in Las Vegas, Nev., will feature the latest information on all aspects of water conservation.

For registration information, contact AWWA, 6666 West Quincy Ave., Den-

ver, CO 80235, 303/794-7711.

■ Learn the six steps of "process re-engineering," a technique being used to "reinvent government," at the **Re-engineering Government: Reinventing the Public Sector Conference**, Nov. 8-9 in

Washington, D.C.

For further details and to register, call 800/882-8684.

■ The **Association of Management Analysts** is holding its **21st Annual Management Analysis and Decision-Making**

**Workshop**, Nov. 14-19 in Rensselaerville, N.Y.

Contact Barbara Eckley at 410/887-3612 for more information.

### PUBLICATIONS

■ The unrelenting growth in public employee costs, such as benefits and workers compensation, is absorbing more and more of the resources available for deliver-

ing essential local government services, according to a study by **Towers Perrin**, a management consulting firm.

According to the study, conducted with the support and assistance of NACo, many of the cities and counties surveyed say these cost pressures have forced them to cut back on services that taxpayers want.

Continued on page 30

## Workplaces of the future: Louisville's lively models

By Neal R. Peirce  
Washington Post Writers Group

The lively city renewal stories of the late '70s and the '80s have been in short supply of late, fallen victim to recession and tight urban budgets.

But take heart. In Louisville, just eight blocks apart, are two projects that reflect glimmers of hope for what America's cities could be in the '90s.

First, there's the remarkably user-friendly office tower just built for Louisville-based Capital Holdings, an insurance and financial service organization with \$20 billion in assets. Second, there's a block of hardscrabble urban renewal by spirited entrepreneurs. Both leave a visitor smiling.

The office tower, at 35 stories, is Kentucky's highest structure. But it tries hard to be a good neighbor. Instead of cold reflective glass, it's sheathed in Italian gray-white marble with clear windows. Rather than one of the spikey tops that big-name architects go for so often these days, architect John Burgee topped it with a graceful Romanesque dome, reflective of Louisville's quiet Southwestern. Instead of one big cold lobby, this skyscraper has two smaller ones, decorated in warm-toned marbles and woods. And floor by floor, there's an eye-catching assemblage of painting and sculpture, some serious, some fanciful, by con-

temporary Kentucky-based artists.

The biggest surprise, though, is Capital Holdings' office layout. Gone is the old hierarchical setup, top brass ensconced in stadium-sized offices with sweeping views while front-line workers get relegated to cramped working space beside the elevators.

Instead, Capital Holdings gives all its executives, from the CEO down, amazingly modest offices. On the operational floors, the managers are in offices close to the core of the building. They can look through to the outside — but only through commodious work areas where the front-line employees, the worker bees of Capital Holdings, are organized into teams and get the sunshine and dazzling views. The same front-line workers are given authority to plan their work methods and get cross-training so that they can fill in for each other.

The organizational buzzword for all this is "total quality management." You can argue corporations trying it aren't so much humanitarians as smart competitors who've grasped some important truths about human motivation.

But people-oriented workplaces are important for cities' survival. So is the thinking Capital Holdings insists went into its decision to build in Louisville instead of moving its 1,500 downtown workers to suburban sites. For one thing, officials say, the firm has had a long-term commit-

ment to the downtown. And, they argue, going suburban would have telegraphed a "get-lost" message to many of the firm's inner-city, transit-dependent workers.

IBM also decided on downtown Louisville, renting several floors of the Capital Holdings building. But IBM is adopting the new "hoteling" system of office design in which workers have no permanent desks. Instead they get assigned a space each time they come in, with their phone extension and computer access instantly transferred to their desk slot for the day.

"Hoteling" is supposed to save companies bundles in leasing costs, but the system is so depersonalized it's hard not to wish its failure — just as much as one roots for the success of the Capital Holdings personnel approach.

I did ask Capital Holdings about telecommuting. Would it work with their intensely team-oriented approach? Yes, they replied, as long as the worker still came in several days a week to be with his co-workers.

A few blocks away on East Main, an economic redevelopment and local enterprise zone area of two- and three-story century-old buildings, Barbara Smith runs Spectrum Anesthesia — a small firm selling new medical equipment to hospitals and doctors in surrounding states.

Smith greets one with her granddaughter on her arm and provides a tour of her own handsome offices

and then the five other buildings she began acquiring in 1989. One plan led to another so that Smith will soon have a totally renovated complex, including a conference center for training anesthesia technologists how to care for their equipment.

We walk into the buildings' courtyard and the part not still cluttered with construction materials has become a luxuriant garden filled with intriguing outdoor sculpture. Smith's next door neighbor is Galerie Hertz; Billy Hertz emerges to explain how he acquires and sells Louisville's most avant-garde artworks.

The candy factory down the block is adding a story. Smith and Hertz are urging a caterer to open a restaurant. They say crime's low because of community policing and social services, even though Louisville's largest public housing project is just down the street. They credit aggressive neighborhood renewal efforts of Mayor Jerry Abramson and his predecessor, Harvey Sloan.

Standing on the top floor of the shell of one of Smith's buildings undergoing "gut rehab," I asked her if it wouldn't have been simpler to move to a suburban industrial park.

"Over my dead body," she answered. "Places like that are unbelievably boring. Here, we have lots of interesting neighbors."

Towers and low-rises where it's fun to work: Maybe such personalism could be the cities' cachet for the '90s.

(c) 1993, Washington Post Writers Group

## Notices ... from previous page

For a free copy of the study, titled "Local Government Today: Coping With the Cost Challenge," call Towers Perrin at 1/800/525-6741, or fax your request to 914/745-4199.

■ "Better Local Government: A Resource Guide" is a collaborative effort by nine local government organizations, including NACO, to catalog the most informative publications about local government produced by each association.

Over 100 titles addressing issues such as citizen participation, service delivery and planning techniques are in the guide.

For a copy, contact: Better Local Government: A Resource Guide, P.O. Box 281, Annapolis Jct., MD 20701-0281, 301/490-2204, fax: 301/206-9789.

■ The EPA has produced three new publications: "Markets for Recovered Aluminum," "Summary of Markets for Recovered Aluminum," "Household Hazardous Waste: Steps to Safe Management" and "Used Dry Cell Batteries: Is a Collection Program Right for Your Community?"

The market study is available, for a fee, by calling the National Technical Information Service at 703/487-4650, or 703/487-4639 for the hearing impaired. The market summary and the other three reports are free by calling the RCRA Hotline at 800/424-9346, or 800/553-7672 for the hearing impaired.

■ "Young People as Community Builders," published by the University of Michigan, presents in-depth case studies of young people who plan innovative programs and create community change.

Based on a national study funded by the W.K. Kellogg Foundation, the publication presents practical ideas for those trying to promote participation in their own communities.

To order, write to: "Youth and Community Series," School of Social Work, 1065 Frieze Building, University of Michigan, Ann Arbor, MI 48109-1285.

■ The American Correctional Association (ACA) has published two new books.

In addition to providing correctional officers with a basic understanding of the law, *Correctional Law for the Correctional Officer* helps staff comply with the law while carrying out their professional responsibilities.

*Understanding Cultural Diversity* aims to help correctional staff become more aware of and understand the various cultures present in correctional institutions.

To order, call ACA's book order department at 800/825-2665. The cost is \$12 for members; \$15 for non-members.

■ A series of policy studies is available from the Reason Foundation. The four titles are: "Ensuring Productive Investment in Transportation Infrastructure," "Too Little Too Late? Host-Community Benefits and Siting Solid Waste Facili-

ties," "Port Privatization: An International Perspective" and "How to Enable Private Toll Road Development."

For price and ordering information, contact: Reason Foundation, 3415 S. Sepulveda Blvd., Los Angeles, CA 90034, 310/391-2245, fax: 310/391-4395.

■ To learn more about the balance between economic development and land conservation, and the governance issues of growth management and property taxation, the Lincoln Institute of Land Policy publishes books, working papers and a free bimonthly newsletter to help explain the

complexity of these issues.

To receive the 1993-94 publications catalog and a newsletter subscription, call the Lincoln Institute at 800/LAND-USE.

## MISCELLANEOUS

■ Generations United (GU), a national coalition on intergenerational issues and programs, is looking for examples of intergenerational community service programs as part of a one-year grant it has received from the Commission on National and Community Service to identify and highlight opportunities for intergenerational community service.

If such programs operate in your county, or if you would like more information on the project, contact Angela Roberts,

project coordinator, Generations United, c/o CWLA, 440 First St., N.W., Suite 310, Washington, DC 20001-2085, 202/638-2952, fax: 202/638-4004.

■ The Department of Energy has announced its 1994 National Awards Program for Energy Efficiency and Renewable Energy.

Applications are being accepted until Sept. 30, and may be submitted to a state energy office by any individual or non-federal organization that has implemented an outstanding energy efficiency or renewable resource technology measure since Jan. 1, 1989.

For more information, contact Rosemary Mape at 717/783-9981.

## Job market

**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 position. 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: Ms. Joan Heggen, Assistant County Administrator, Leon County Administration, 5th Floor, Leon County Courthouse, Tallahassee, Florida 32301-1853. Phone (904) 488-9962. Leon County is an Equal Opportunity/Affirmative Action Employer.

**CHIEF FINANCIAL OFFICER — MARICOPA COUNTY, ARIZ.:** Maricopa County is a dynamic employer, committed to providing regional leadership. The Chief Financial Officer plans, implements and evaluates County accounting and financial administrative activities. Position is unclassified/exempt under Merit Rules and requires Bach Degree in Accounting or related area & 8 yrs. managerial accounting, auditing & fiscal management exp. at least 5 yrs. of which were with a large organization. C.P.A. preferred. For additional job information and **REQUIRED** application form, contact Human Resources Department, Room 200,

301 W. Jefferson, Phoenix, AZ 85003-2277 or call (602) 506-3755 by September 10, 1993. TDD: 506-1908. EOE.

**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 position. 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: Ms. Joan Heggen, Assistant County Administrator, Leon County Administration, 5th Floor, Leon County Courthouse, Tallahassee, Florida, 32301-1853. (904) 488-9962. Leon County is an Equal Opportunity/Affirmative Action Employer.

**DIRECTOR OF PUBLIC HEALTH — PARK FOREST, ILL.:** (40,906 - \$53,650) Responsible for developing, articulating and implementing policies in a local government environment that values a team management style. Other duties include securing financing, maintaining health department licensure and supervising home health, food inspection, older adult, and prenatal programs. Successful candidate will need to exhibit an ability to work collaboratively with other agencies. The position requires graduation from an accredited four-year college or university with major course work in professional nursing; master's degree desirable and thorough professional and administrative experience in public health nursing. Applicants should send a letter of interest and resume by September 24, 1993 to: Village of Park Forest, Personnel Office, 200 Forest Blvd., Park Forest, IL 60466. Phone (708) 748-1112, ext. 227.

**EXECUTIVE DIRECTOR, SIX COUNTY CONSORTIUM FOR**

**EMPLOYMENT TRAINING — ESCANABA, MICH.:** The Six County Consortium's Administrative Board is seeking an Executive Director. The Director will serve as executive administrator working in behalf of the Six County Consortium Administrative Board and is responsible for the overall administration of JPTA programs and activities. Qualifications: **Minimum** - Bachelor Degree in Public or Business Administration or related field with minimum of 5 years management experience. A complete understanding of federal job training, fiscal, employment and education issues is essential. Excellent written and verbal communication skills are required. Salary Range: \$38,500 - \$45,000. Send resume by September 13, 1993 to: Six County Consortium for Employment Training, Attn: Director Search Committee, 1801 Seventh Ave. North, Escanaba, MI 49829.

**GEOGRAPHIC INFORMATION SYSTEM ADMINISTRATOR — HAMILTON COUNTY, OHIO:** Salary Range: \$57,536 - \$67,659 annually. The City of Cincinnati is seeking a dynamic individual to fill a Geographic Information System Administrator's position. This professional must be able to establish a vision which challenges clients and staff as well as being responsible for the overall management and operation of the Cincinnati Area Geographic Information System. The individual is required to implement policies and procedures of a board consisting of representatives from Hamilton County, utility companies and the City of Cincinnati. Qualifications 1. A) 90 quarter or 60 semester credit hours at an accredited college or university in a combination of the following course areas: engineering; business management; accounting; computer science; or related courses. **PLUS B)** Five (5) years of managerial and administrative experience with a broad knowledge of geographic information systems. **OR 2. A)** 45 quarter or semester credit hours at an accredited college or university in a combination of the following course areas: engineering; business management; accounting; computer science; or related courses. **PLUS B)** Seven years of managerial and administrative experience with a broad knowledge of geographic information systems. The selected individual must be a resident of Hamilton County, Ohio at the time of appointment. If you qualify, please send your resume to James R. Bell, Director, Regional Computer Center, 138 East Court Street, Cincinnati, Ohio 45202, by September 15, 1993. The City of Cincinnati is an Equal Opportunity Employer. Qualified persons with disabilities are encouraged to

## Free Materials Help Promote Safe Holiday Driving!

Prevention works to save lives. National Drunk and Drugged Driving (3D) Prevention Month asks friends and families to "Take a Stand!" and intervene before impaired driving crashes occur. This December, make prevention work in your community. Order your FREE 3D Planner's Kit, developed by a coalition led by the Center for Substance Abuse Prevention and the National Highway Traffic Safety Administration, by mid-September, by calling 800/729-6686.

Everybody works for prevention and prevention works for everybody!

self-identify at the time of application and at the employment interview.

**INFORMATION TECHNOLOGY MANAGER — PALM BEACH COUNTY, FLA.:** Range - \$41,502 to \$62,949. Require bachelor's degree in computer science/information systems/business/public administration/related w/major coursework in computer science or an unrelated bachelor's degree w/major coursework in computer science (Specify number of hours); 5 years experience w/varied information technology systems including 3 years supervisory experience managing professional & technical employees in performing a variety of automated information system functions. Prefer GIS (Geographic Information System) and/or UNIX-based experience at the supervisory, lead-worker or technician level (please specify) & development & installation of an information system. Responsible for technical & supervisory work managing & coordinating planning, zoning & building automation; overseeing design of current & future operations & maintenance of systems; managing development & implementation of GIS, OAS (Office Automation System), DMS (Development Management System), UNIX-based & related systems; prioritizing & reviewing work of OAS & DMS employees; supervising GIS & OAS employees. Application/ resume, Social Security number, position title & any Veteran's Preference documentation to Palm Beach County Personnel, 3111 S. Dixie Hwy., S. 120, West Palm Beach, FL. 33405, fax 407/355-1637, received by 8/27/93, 5:00 p.m. EO/AA, M/F/D/V.

## Job Market - Classified Rate Schedule

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

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 County \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Nickname \_\_\_\_\_  
 Telephone \_\_\_\_\_ FAX \_\_\_\_\_

**REGISTRATION FEES**

	Postmarked Before September 3	Postmarked After September 3 and on-site
Member county attendee	<input type="checkbox"/> \$195	<input type="checkbox"/> \$255
Local government	<input type="checkbox"/> \$195	<input type="checkbox"/> \$255
Private sector attendee	<input type="checkbox"/> \$295	<input type="checkbox"/> \$350

**PAYMENT METHOD**

Check     MasterCard     Visa     Purchase Order or Voucher

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 Cardholder's Name \_\_\_\_\_  
 Signature \_\_\_\_\_

**Cancellation Policy:** Refund of conference registration fee, less an administrative fee of \$50, will be made if written notice of conference registration cancellation is made no later than September 3, 1993. Cancellation requests postmarked after September 3 will be subject to an administrative fee equal to one-half of the registration fee.

**HOTEL REGISTRATION**

Housing reservations must be made by completing this form.

Room Registration Name \_\_\_\_\_  
 Roommate Name \_\_\_\_\_  
 Arrival Date \_\_\_\_\_ AM \_\_\_\_\_ PM \_\_\_\_\_ Departure Date \_\_\_\_\_  
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**Registration deadline: September 3rd    Cancellation deadline: September 3rd**

Washington Hilton rates: Single \$135 & Double \$150 (add 11% room tax)

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