

# County News

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## Focus sharpens as unfunded mandates campaign speeds up

By Beverly Schlotterbeck  
editor

Plans for National Unfunded Mandates Day (NUMDay), Oct. 27, are beginning to blossom across the country, as counties and state associations gear up to focus attention on what some are calling "the hidden taxes from Washington."

The Association County Commissioners of Georgia (ACCG) is joining forces with the Georgia Municipal Association and the Georgia School Boards Association in a sweeping public education strategy that will involve 10 regional press conferences throughout the state on Oct. 27, the development of a speakers bureau, and the production of a video which explains the mandate process and

next few weeks.

Meanwhile, the DeKalb County Board of Commissioners stepped in the front ranks of the unfunded mandates campaign when it received national attention on CNN for its resolution against unfunded mandates passed Aug. 10. Local media also gave the story good play. *The Atlanta Journal-Constitution* interviewed DeKalb County Chief Executive Officer Liane Levetan on the problem of unfunded mandates, and in a sidebar to the story, included several examples of what

local governments have or will be required to spend to meet federal mandates.

State associations are also in the forefront of gathering ammunition for the campaign. The Kansas Association of Counties, Aug. 16, released the results of a statewide survey that put the cost of compliance with only two federal mandates at \$192.1 million. The association survey focused primarily on state-imposed mandates, but did

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Photo by Susan D. Grubb

Wayne County (Mich.) Commissioner Kay Beard testifies before the Administration's Working Group on Welfare Reform in Washington, D.C. The working group is holding hearings across the country. See story on page 2 about county participation in the process.

## Administration's plan for reinventing government appears to serve counties well

By Beverly Schlotterbeck  
editor

Vice President Al Gore's reinventing government strategies, unveiled last week, holds the promise of better times for local governments, at least at first glance.

At a preview briefing on the findings of the National Performance Review (NPR), earlier this month, NPR Deputy Project Director Carolyn Luckensmeyer presented the recommendations that affect state and local governments, including a proposal to use an executive order to limit the use of unfunded mandates.

"We were pleased to hear the Administration again repeat its commitment to curbing unfunded mandates," said NACo Executive

Director Larry Naake, who along with NACo Immediate Past President John H. Stroger, Jr., attended the briefing.

The unfunded mandates proposal headed a list of seven recommendations in the area of "cutting red tape." The others, included:

- giving all cabinet secretaries and agency heads authority to grant states and localities waivers from federal regulations or mandates
- giving control of public housing to local public housing authorities with histories of excellent management, and substantially deregulating the rest
- consolidating 55 categorical grants programs with funding of \$12.9 billion into six broad, flexible grants

streamlining the regulatory review process

• simplifying the compliance certification process by allowing state and local governments to submit a single certification to a single point of contact in the federal government

• modifying OMB Circular A-87 to provide a fee-for-service option in lieu of cost reimbursement.

Additional highlights of the NPR recommendations include authorizing state and local governments to consolidate federal grant funds that do not exceed \$10 million, the establishment of a

cabinet-level "community empowerment" working group (or Enterprise Board) to facilitate interagency cooperation and help state/local programs to work more effectively, and finally "reinventing" the Advisory Commission on Intergovernmental Relations.

The Administration continues to seek input from local governments on ways to make the federal government work better and invited county officials to contact NPR at 202/632-0294, or by letter at 750 17th St., N.W., Washington, DC, 20006.

### UPDATE: Flood Relief Network

As counties in the flood-stricken Midwest begin the tedious process of clean up and rebuilding, the NACo-Extension Service Flood Relief Network is kicking into high gear.



Ted Maher, who is coordinating the joint effort, says flood-affected counties have begun communicating their needs to the network, while donor counties have linked in as well.

Some counties have requested assistance in navigating the FEMA bureaucracy, while donor counties have offered staff assistance and cleanup equipment.

Presently, both sides of the network are communicating through their local Extension offices, however, the Extension Service is in the process of establishing flood recovery assistance centers in flood-affected areas which should make communication more streamlined.

Counties wanting to plug into the network, should contact their local Extension office or call Ted Maher at 202/720-7185 at the Extension Service, or Donald Murray, at NACo, 202/942-4239.

**STOP  
UNFUNDED  
MANDATES  
NOW!**

urges citizens to become involved in stopping unfunded federal mandates.

Likewise, NACo is preparing a "NUMDay" Action Kit for the campaign which will include sample media releases, editorials and other information. The kits will be mailed to all member counties within the

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□ For a complete list of NACo's new leadership,

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## Michigan's counties take hit during school reform

By Jill Conley  
staff writer

In a move that left educators, public officials and politicians clenching their teeth, the Michigan State Legislature passed, in July, legislation that abolishes the local school property tax without installing a new method financing public education.

The measure, SB 1, eliminates 65 percent of property taxes —

nearly \$6 billion in revenues — and leaves lawmakers less than a year to come up with a new legislative blueprint for education in Michigan.

Against this backdrop of educational upheaval, Michigan's counties have found themselves battered almost as brutally as the opponents of SB 1.

Buried in the legislation are a series of measures that will signifi-

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# Transit pass goes further as new legislation kicks in

By Jennifer Ryan  
legislative assistant

An enhanced employee fringe benefit, the transit pass, designed to promote the use of public transit took effect earlier this year. The new law raises the transit benefit from \$21 to \$60 per month.

A transit pass (otherwise known as a transportation commute benefit) is a benefit given to employees by an employer which subsidizes the employees' commute to and from work if they use public transit.

Any type of transit service, public or privately owned or operated, qualifies for the transportation commute benefit including: bus, rail, subway, ferry, subscription bus, shuttle bus, and commuter highway vehicles under contract which provides to the public and/or

employees general or special service on a regular and continuing basis.

Counties may want to offer employees this benefit to help decrease transportation gridlock by getting single-vehicle occupants to use public transportation.

The transportation commute benefit also helps counties in areas of extreme, severe or serious clean air status comply with the Clean Air Act of 1990 Employee Trip Reduction Plan requirement.

The same benefits are available to the private sector, but in addition, the benefit is tax deductible.

Tom Pogue, acting administrator, Commute Services, Montgomery County (Md.) Department of Transportation, has been offering subsidized transit and vanpool passes for his employees since 1987. "We

**"We use it as a model to employers across the county."**

Tom Pogue  
acting administrator, Commute Services  
Montgomery County (Md.) Department of Transportation

use it as a model to employers across the county," Pogue said.

Previously, employers have been allowed to offer transit benefits, a voucher, tokens or a fare card to their employees, but that benefit could not exceed more than \$21 per month and remain tax deductible for the employer, and could not be counted as income to the employee.

In addition to raising the transit benefit from \$21 to \$60 per month, the new law limits the parking benefit to \$155 per month, extends the parking benefit to park and ride facilities

where commuters transfer to public transportation, and ensures that both transit and parking benefits will increase at the rate of inflation.

In addition, employees who receive up to \$60 per month for using transit or a commuter highway vehicle to commute to work can receive a qualified parking benefit. This provides for park and drive facilities.

Pogue explains, "In order to qualify for our program, a county employee must either turn in their parking permit or not apply for one in the first place. Originally the program

had 20 to 30 members, now we have 200. It is a program that has withstood budget cuts because we really believe it works."

In Montgomery County, roughly 4,000 people in both public and private sectors are receiving transit passes, of which 25 percent are new transit riders.

How do local employers implement this type of benefit? Employers need to find out which means of transportation their employees use and contact their local transportation agency/provider regarding setting up the program and the purchase of vouchers. Cash reimbursements to employees also qualify. The employer should maintain a record of the purchase of vouchers and/or cash reimbursements.

For more information, contact the Association for Commute Transportation in Maryland at 301/656-0555.

# Welfare reform picks up speed; county role highlighted

By Thomas L. Joseph III  
associate legislative director

NACo activity on welfare reform went up a notch in August, with NACo representatives testifying at the first two hearings of President Clinton's Working Group on Welfare Reform, Family Support and Independence.

On Aug. 19, Kay Beard, Wayne County (Mich.) commissioner and co-chair of NACo's Welfare Reform Task Force, testified in Washington, D.C. Serving on a panel of officials representing state and local government associations, Beard outlined the county role in human services and employment.

"Nearly every county serves

as a funder or administrator of some, if not all, the patchwork of federal and state programs. In 18 states, counties finance and/or administer Aid to Families With Dependent Children (AFDC). In over 20 states, counties participate in a general assistance program. Under the Job Training Partnership Act, local elected officials are responsible for approving plans of the service delivery areas," Beard said.

Beard told the working group that NACo formally endorsed the conceptual framework on reform drafted by NACo, the National Governors' Association, National Conference of State Legislatures, National League of Cities, U.S. Confer-

ence of Mayors and the American Public Welfare Association.

She called for more emphasis on replacing existing public assistance programs and ineffective structures that do not serve the client well.

Beard urged that steps be taken immediately to begin to simplify and coordinate the federal welfare programs. She stated, "Your working group must incorporate strong measures to reduce the enormous administrative burden which would then allow our county caseworkers to get back to the job of working with clients to move them into self-sufficiency."

Beard also told the group of NACo's strong support for the re-

cently enacted expansions of the Earned Income Tax Credit, the Mickey Leland Hunger Act and family preservation legislation. Those provisions are strong steps toward strengthening families and lifting them out of poverty.

Using the landmark 1988 Family Support Act as a cornerstone for reform was advocated by Beard, as well as a strengthened child support enforcement program.

Beard closed by discussing the proposal to limit the amount of time that an individual could receive cash assistance.

Beard stated, "NACo supports the goal of time-limited assistance,

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## 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.

# EPA launches campaign to encourage local awareness of chlorofluorocarbons phaseout

The phaseout of the production of CFCs has major implications for local governments who own commercial refrigeration, air-conditioning systems or halon fire extinguishers.

As of Jan. 1, 1996, CFCs will no longer be produced under the terms of both the Montreal Protocol and the Clean Air Act. Therefore, EPA expects there may be a shortage of CFC refrigerants along with difficulty in obtaining new equipment and retrofits if owners do not properly manage their refrigerant and postpone the decision to either retrofit or replace.

"Unless equipment owners act now, we expect that many may face refrigerant shortages well before 1996," said Steve Seidel, acting director of the EPA Strato-

spheric Protection Division.

There are three steps that owners and managers can do to take immediate action: designate a facility refrigerant manager, conduct an inventory of equipment and refrigerants, and develop a Refrigerant Management Plan. The plan should include:

- maintaining existing equipment — Conserving CFCs through leak detection, equipment repairs, refrigerant recovery and installation of high-efficiency purges is critically important.
- retrofitting equipment to alternative refrigerants — Scheduling retrofits at the time of servicing or major equipment overhauls will keep costs down.
- replacing old or inefficient equipment — Replacing aging equipment is an opportunity to im-

prove energy efficiency and performance while lessening the impact on the ozone layer.

There are a number of substitute refrigerants for both retrofitting existing equipment and for new equipment that are safe when handled properly and used according to industry standards. For example, HCFC-123 is a suitable substitute for many CFC-11 applications, and CFC 134a is likely to replace CFC-12 in a number of sectors.

For additional information or guidance documents, contact EPA's Stratospheric Ozone Information Hotline at 1/800/296-1996, Monday through Friday from 10 a.m. to 4 p.m., or call Mavis Sanders, on EPA's program outreach staff, at 202/233-9737.

# HUD, ICH launch affordable housing seminar series

By Jennifer Ryan  
legislative assistant

In response to President Clinton's executive order calling for a federal plan to break the cycle of homelessness, the Department of Housing and Urban Development (HUD) and the Interagency Council on the Homeless (ICH) are jointly convening a series of affordable housing seminars called "Building Communities: Together HUD and ICH Interactive Forums."

Thirteen of the 18 originally

scheduled two-day forums are taking place over the next five months across the country (see tentative schedule). The forums are designed to step up efforts by HUD/ICH to provide technical assistance, as well as hear from forum participants who administer these programs. The Administration would like local input. County officials and staff may want to take advantage of this opportunity to discuss the problems with existing policy and offer suggestions.

Marsha Martin, ICH executive director, has worked with

the 17 principal federal agencies that comprise the inter-agency council to develop and coordinate this series of forums to generate the necessary information to develop a comprehensive plan to streamline or consolidate, as appropriate, existing homeless programs to better assist homeless individuals and families.

For additional information, contact either your local HUD office, the council office in Washington, D.C. at 202/708-1480, or the HOME Information Center of the Office of Affordable Housing at 1/800/998-9999.

## Building Communities: Together HUD and ICH Interactive Forums (Tentative Schedule)

Date	City/Region
Sept. 16-17	El Paso, Texas (VI)
Sept. 22-23	Seattle, Wash. (X)
Sept. 29-30	New York, N.Y. (II)
Oct. 6-7	Los Angeles, Calif. (IX)
Oct. 14-15	Memphis, Tenn. (IV)
Oct. 27-28	Denver, Colo. (VIII)
Nov. 9-10	St. Louis, Mo. (VII)
Dec. 2-3	New Orleans, La. (VI)
Dec. 8-9	Boston, Mass. (I)
Dec. 14-15	Phoenix, Ariz. (IX)
Jan. 12-13	Atlanta, Ga. (IV)
Jan. 20-21	Columbus, Ohio (V)

# Counties score high with public in national ACIR survey

Americans gave county boards and commissions good grades among the nation's federal, state and local legislative institutions in the 1993 annual national poll conducted by the U.S. Advisory Commission on Intergovernmental Relations (ACIR). County commissions clearly outscored state legislatures and the Congress, and scored about the same as city councils.

Although only three percent of the respondents gave county commissions a grade of A, 23 percent gave them a grade of B, 37 percent a C, eight percent a D, and six percent an F. Altogether, county commissions earned a grade-point average of 2.1 (A=4 to F=0), compared to 2.2 for city councils, 1.9 for

state legislatures, and 1.6 for the Congress.

"These results are not surprising," said NACo President Barbara Sheen Todd. "Counties are on the cutting edge of government today, and our responsibilities have grown in recent years. People are beginning to realize that counties are key linchpins in our federal system."

"Given the high level of public discontent with government these days," added John Kincaid, ACIR's executive director, "a solid C speaks well for county commissions. Compare that with the near failing grade for the Congress."

County commissions in the Midwest scored highest, with a GPA of 2.3, followed by the

Northeast and West at 2.1 each and the South at 2.0.

Kincaid noted, however, that counties scored highest (23 percent) in the proportion of respondents who said "don't know," when they were asked to grade their county commission. "Counties may no longer be the 'dark continent' of American government," he said, "but they are still in the shadows. They are not as visible to many people as are our other legislative institutions."

"These results," he added, "suggest that counties could, and should, do more to let people know what they are doing for the public's welfare. When people do know what their counties are up to, they

respond favorably."

"One of my priorities as NACo president," said Todd, who is also a member of ACIR, "is to get the word out. People often don't realize that counties are front-line providers of health care, social services, criminal justice, roads and many other services."

The poll was conducted by the Gallup Organization from June 25 through July 5, 1993. The results are based on personal, in-home interviews with 1,029 adults aged 18 and older. The margin of error is plus or minus three to four percentage points.

Detailed results and analysis of the poll will be published in late September in "Changing Public Attitudes on Govern-

ments and Taxes: 1993."

For a copy, contact ACIR, 800 K St., N.W., Suite 450, South Building, Washington, DC 20575. The cost is \$15 per copy.

(ACIR is an independent, bipartisan, federal commission established by the Congress in 1959 to monitor and evaluate developments in the American federal system, and to recommend improvements in inter-governmental cooperation and allocations of responsibilities. The commission has 26 members — three private citizens, six member of Congress, three federal executive branch officials, four governors, three state legislators, four mayors and three elected county officials.)

# Hale named new head of White House intergovernmental office

Marcia L. Hale took over as head of the White House Office of Intergovernmental Affairs, Sept. 7.

Formerly assistant to the president and director of scheduling and advance, Hale was appointed by President Clinton as assistant to the president for intergovernmental affairs, replacing Regina Montoya, who held the position since the start of the Clinton presidency.

Her local government experi-

ence includes being former assistant county planner for the Aiken County (S.C.) Planning Commission, and assisting then-Supervisor Dianne Feinstein in a redevelopment plan for downtown San Francisco.

More recently, Hale has had an active political career. During the 1990 election cycle, she served as a consultant to the Democratic Senatorial Campaign Committee. She also worked for many years as

a consultant to Greenberg-Lake, a Democratic polling firm in Washington, D.C.

During the 1988 general election, Hale was in charge of pre-election transition planning for Governor Michael Dukakis. Before assuming those responsibilities, she had been Dukakis convention manager at the Democratic National Convention and southern field director in charge of political opera-

tions for all southern Super Tuesday primaries.

She joined the Dukakis campaign after serving as field director for the Democratic Congressional Campaign Committee.

Her political experience in Washington began as legislative assistant to Representative Butler Derrick (D-S.C.). After that, she ran the Washington office of South Carolina Governor Richard W. Riley, was di-

rector of scheduling for the Hollings for President Campaign in 1984, director of advance for Representative Geraldine Ferraro's 1984 vice presidential campaign, and executive director of Voter's for Choice.

A native of South Carolina, Hale has a bachelor's degree in political science and an M.P.A. degree from the University of South Carolina.

## WELFARE REFORM from page 2

provided the numerous necessary support systems and education and training are available. Leaving aside the issue of whether the local economy can employ and match the skills of everyone who wants a job, we are concerned that counties will be left with the financial responsibility for the failures of the system. We will be very concerned with a policy that is transformed into a federal and state tool to cut budgets rather than a policy to quickly move persons into self-sufficiency with adequately funded supports available."

Other witnesses testifying with NACo included Jane Campbell, Ohio state representative; Donald Fraser, mayor of Minneapolis, Minn.; Larry Jackson, commissioner of social services in Virginia; and Barry Van Lace, deputy director of the National Governors' Association.

One week earlier, Sandra Williams, administrative assistant to Cook County (Ill.) Commissioner John H. Stroger, Jr., testified during the working group's hearing in Chicago.

After welcoming remarks to the

group, made by Cook County Commissioner Jerry Butler, Williams testified that while Cook County does not deliver income assistance programs, it has lead local government responsibility for indigent medical care and pub-

lic health programs provided outside the city.

Because the hearing focused on program innovations, Williams spoke about a number of health initiatives aimed at preventing health conditions that

may lead to poverty and welfare dependency. She cited their work in teen pregnancy prevention, sex education and risk reduction, and preventing low birthweight babies.

Williams stated that Cook County and NACo "are pleased that President Clinton recognizes that reforming health care is a cornerstone for the success of welfare reform."

The president's welfare reform hearings move to New Jersey, California and Tennessee in September.

**"We are concerned that counties will be left with the financial responsibility for the failures of the system."**

Kay Beard

Wayne County (Mich.) commissioner  
co-chair, NACo's Welfare Reform Task Force

## ICMA studies ways cultural diversity in the workplace can benefit counties

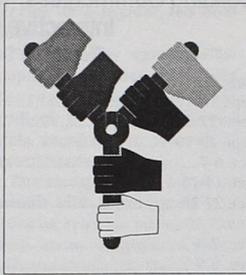
By William P. Buchanan

As the color and gender of our work force continues to change, elected and appointed officials can come together to effectively engage that work force to better serve our communities. For the last several years, the International City/County Management Association (ICMA) has tried to identify ways in which to assist our profession and communities with this issue.

First, we begin with the premise that the diversification of our workplace will continue. The census, demographics and planners all indicate that white males are entering the work force at a slower pace than others. That fact alone indicates that women and minorities will continue to move into positions traditionally held by white males.

Second, a diverse work force makes sense. Having our work force look like the population it serves makes our governments function better and more smoothly. Our residents are more comfortable receiving services, asking for assistance and demanding their due from governments if in fact we look like them.

Finally, problems that we face in counties today are too big, too complex and too difficult for us to solve without including an opportunity for all people to become part of the solution rather than the problem.



ICMA has attempted to educate its members about this issue by rewarding outstanding efforts and encouraging inclusion within our profession. This has been accomplished by recommending changes in membership criteria, modifying marketing efforts and revising dues structures.

County managers and administrators can and do hire diverse staffs, assistants and department heads. However, we are not the ones that will give them the opportunity to be managers and administrators. That is where we need the assistance of elected officials.

Unless county commissions contribute to assuring that women and minorities are candidates for senior administrative positions in our counties, the glass ceiling will never be broken. When an opportunity presents itself, take a look at the hiring process: Do you have minority and women candidates? If not,

why not? It is the county commission that sets the tone and makes the policy.

ICMA's Committee on Workplace Diversity is committed to working with elected officials to assist you in learning about raising counties' consciousness while also asking for your assistance in breaking the glass ceiling. Some of the ways we have accomplished this are:

- running a yearlong series of articles on the topic in one of our monthly publications
- contacting state associations to inquire about their programs related to diversity, and encouraging coverage of diversity issues at their respective conferences, and
- providing state associations with checklists which allow themselves to assess their own commitment and initiatives related to diversity.

We hope to work with NACo in a similar fashion, beginning with a series of articles describing opportunities, problems and situations related to diversity. We will continue to look for opportunities to work with NACo and individual counties to address these issues.

*(William P. Buchanan, county manager, Sedgwick County, Kan., has been a member of ICMA's Workplace Diversity Committee for three years and has served as the committee's chair since September 1992.)*

## Four counties subscribe to video service

Hennepin County, Minn.; Washtenaw County, Mich.; Salt Lake County, Utah; and Mecklenburg County, N.C. are the first counties to join the newly formed Government Services Television Network (GSTN), a videotape subscription service designed to meet the unique training and information needs of the government service market.

Partners in GSTN include NACo; Westcott Communications, Inc., which produces, markets and distributes the programming; the International City/County Management As-

sociation; the National League of Cities; and Public Technology, Inc.

Programming for GSTN, which will include training and information for appointed and elected officials, supervisors, managers, and employees, will debut in the fall. Topics will cover current legislative updates, new revenue sources, downsizing, diversity, environmental issues, new technologies and the spectrum of subjects necessary for effective government operations.

"The materials produced by GSTN will significantly

supplement the programs offered by NACo's emerging training department. For example, the videotapes will help illustrate many of the live topics we plan to offer through NACo's County-to-County Video Teleconferencing Network, and I can easily see clips from the videotapes being used in our seminars and workshops," said Lois Kampinsky, NACo telecommunications and training director.

For more information concerning GSTN, contact the national sales manager at 1/800/284-4786.

## NACo participates in summer youth program

For the second consecutive year, NACo has employed summer youths through Martha's Table, an organization which supplies homeless and low-income neighborhood children with supervised learning activities and nutritious meals in a safe environment.

Lakitta McRae and Henry Culbreath, joined the NACo staff in June. Lakitta served as a general services assistant

where she operated and maintained photocopier and mail equipment, distributed incoming mail, and assisted with the inventory of office supplies. She attends Cardozo High School in Washington, D.C. and is involved in a number of school activities including: drama, choir and student government.

Henry worked as a building assistant, helping the building

manager and his staff with a variety of office maintenance projects. He is a student at McKinley High School and is active in several activities including: 4H Club, where he serves as treasurer; drill team; French Club; and the ROTC. Earlier this year, Henry placed first in a school essay contest.

Lakitta and Henry have both expressed interest in working at NACo next summer.

# NACo

## on the move

◆ Immediate Past President **John Stroger** attended a briefing on President Clinton's plan for reinventing government at the White House, Sept. 1. The report, released last week, makes specific recommendations on how the federal government can work better and cost less.

◆ President **Barbara Todd** was in Duluth, Minn. for a meeting of the Great Lakes Council of County Associations, Aug. 13. ... She was in North Carolina, Aug. 14 for the North Carolina Association of County Commissioners meeting. ... Todd, Immediate Past President **John Stroger** and Executive Director **Larry Naake** were in Tulsa, Okla. for the National Governors' Association annual meeting, Aug. 15-17, where she and Stroger participated on a panel discussion on intergovernmental relations. ... Todd, as well as Second Vice President **Doug Bovin**, spoke to delegates at the Michigan Association of Counties meeting, Aug. 19-23, in Mackinac Island, Mich. Membership Coordinator **Susan Parrish** was also there to promote NACo membership.

◆ At the Maryland Association of Counties meeting in Ocean City, Md., last month, Executive Director **Larry Naake** served as a panelist in a workshop on governance, Director of Corporate Relations **Tom Sweet** spoke at a session on privatization and Associate Legislative Director **Diane Shea** addressed a session on Safe Drinking Water Act funding.

◆ NACo County Service Representative **Kaye Braaten** attended Hennepin County's (Minn.) first ever "State of the County" address, in late July, where Board Chair **Mark Andrew** challenged local governments to increase collaborative efforts to help in designing better programs with fewer tax dollars. ... She was also in Austin, Texas, Aug. 18-20, for the Texas Association of Counties meeting.

◆ In Ashland, Wis., July 15, Senior Research Associate **Neil Bomberg** spoke to the Wisconsin Job Training Administrators Association on the future of the Job Training Partnership Act (JTPA). ... On Aug. 5, he gave a legislative update on job training issues before a meeting of the Minnesota Association of JTPA Administrators.

◆ **Robin Fernkas**, research associate, made an on-site visit to observe JTPA programs and services in Oswego and Jefferson counties in New York on Sept. 2-3.

◆ On Aug. 13, Associate Legislative Director **Diane Shea** participated on a workshop panel at the North Carolina Association of Counties meeting in Raleigh-Durham, N.C. She updated delegates on current solid waste issues.

◆ **Jack Thigpen** is NACo's newest employee. He replaces **Michael Sowell** as NACo fellow and will be working closely with the Agriculture and Rural Affairs Steering Committee.

## County News

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

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# 46 South Carolina counties declared drought disasters

By Stuart Morgan  
South Carolina Association  
of Counties

The damage is done, and future rain will fall too late to help South Carolina's farmers and their spring 1993 harvest.

Drought and record heat since May could cost South Carolina agriculture approximately \$264 million in losses, according to Clemson University Extension Service officials. Dan Smith, agricultural economist for Clemson University, said losses could equal as much as 23 percent of the state's total farm cash receipts this year.

The federal government has declared all 46 counties in South Carolina disaster areas, and the Clemson Extension has reported more than 800 farms across the state wiped out. On July 30, the Clemson Extension estimated losses at: corn, \$63.9 million; fruits and vegetables, \$55.1 million; tobacco, \$47.2 million; livestock, pastures and hay, \$34.7 million; cotton, \$31.7 million; and soybeans, \$27.8 million.

The Clemson Extension said losses could climb much higher, yet South Carolina Commissioner of Agriculture Les Tindal said the current loss estimates might not even stand up; instead, the actual losses might be closer to \$200 million. Commissioner Tindal also downplayed comparisons drawn recently between South Carolina's current drought and the state's drought of 1986, which caused \$165 million in losses that year.

"The \$264 million that Clemson has mentioned is a projection. That's not an actual figure," Tindal explained. "So, in my opinion, this drought is not as severe as the drought of 1986 because in 1986 everybody from one end of the state to the other was devastated. All their crops were devastated.

"This year, we've got green spots," he added. "We have areas in the state, maybe a couple of miles square, that have had rain and gotten excellent crops. But beyond those areas, where they didn't get any rain, farmers are still in bad shape."

Federally insured farms wiped out by the drought and heat are entitled to maximum federal assistance while others are eligible for food stamps. But federally insured farmers, whose crops have not been wiped out entirely, must also harvest what remains of their crops before they become eligible for federal help.

Farmers will not harvest some row crops, such as corn and soybeans, until the end of November. So, they may have to wait until as late as January of next year before they become eligible for federal assistance. Most crops are grown in the lower region of South Carolina, below the midlands.

Commissioner Tindal explained that federally insured farms become

eligible for assistance only when farmers can show a 35 percent loss on their property. After the farmers' claims are verified, farmers become eligible for help on the remaining 65 percent of their property.

"Farmers get paid only a portion or a percentage of what they would have made on that 65 percent," Commissioner Tindal said. "It's not a bail out like a lot of people think. When it's all figured out, farmers may get 25 percent of their production costs, and in some cases, as much as 35 or 45 percent of their production costs — but with none of their labor costs figured into it.

"So, federal assistance is not a bailout," he added. "It's something to help farmers against natural disasters, which they have no control over whatsoever."

Commissioner Tindal pointed out that South Carolina state government and county governments do not have any programs to assist agriculture when natural disasters strike. Instead, all assistance is provided by the federal government.

"In terms of the immediate effect on food supply and food availability," said Dr. Elwyn E. Deal, assistant director of the Clemson Extension, "the drought will primarily affect locally grown and consumed fresh fruits and vegetables from roadside markets, farmers' markets; pick-your-own operations, which a lot of county and city governments are involved in; and small, locally owned grocery stores that are buying food from local farmers.

"The bigger effect, by far," he added, "will be on the families and local businesses in drought-affected counties. Anytime you take \$264 million out of a state's economy, it's going to have a significant effect. And, of course, that effect is going to be primarily where your farming operations and the agricultural services supply businesses exist — which is going to be in your rural communities."

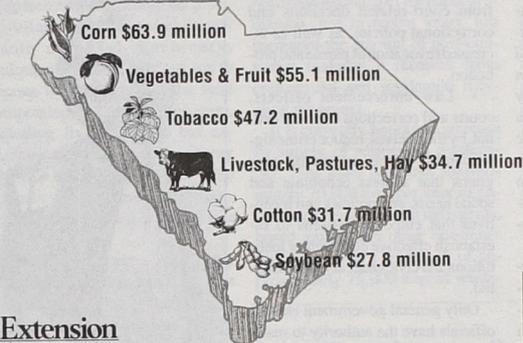
Dr. Deal said South Carolina state, county and municipal governments will be affected by the drought's ripple effects, including the loss of sales taxes and income taxes.

The drought struck during the peak of growing season in May and June, devastating South Carolina's pastures and hay production. During the hottest periods statewide, temperatures averaged in the 90s by day and in the 70s by night. On one of the hottest days, a temperature of 106 was recorded in one area of the state.

Scorched pastures, dwindling and non-existent hay supplies have hurt livestock producers, who are located primarily upstate. Many farmers who still have hay are using winter supplies to feed their livestock. Others have begun culling and selling their animals, largely to save feed costs, which have soared.

According to the Clemson Extension, high temperatures and the re-

## South Carolina 1993 Drought Damages\*



Extension  
Cooperative Extension Service  
Clemson University

\* Based on July 30 Clemson Extension survey data

## Losses could equal as much as 23 percent of the state's total farm cash receipts this year.

duced quality of available forage has stressed farm animals, causing: lower weight gains among livestock and a few livestock deaths; a 15 to 20 percent drop in milk production; a three percent higher than normal death rate among broilers, layers and turkeys; a lower daily rate of gain and higher death rate among swine; and a five percent decrease in the rate of egg production.

Seeking hay for livestock, Commissioner Tindal has contacted officials in North Carolina, Virginia, Tennessee, Kentucky and Florida. Farmers from as far as the Midwest, including Clark County and other counties in southern Indiana, have already offered hay to South Carolina's farmers.

Because the cost of transporting hay often exceeds the cost of the hay, some out-of-state shipments to South Carolina's farmers have been delayed. To expedite the delivery of hay and to provide other assistance, the South Carolina Department of Agriculture has operated a Hay and Feed Hotline since the first week of July (see end of article).

"We're putting those who do have hay to sell in direct contact with those who need hay," said Commissioner Tindal, "and we're letting them work out their private treaties or agreements. We don't enter into the pricing between them or anything like that.

"Now," he added, "we're beginning to move the free hay that has been offered."

Commissioner Tindal encouraged county councils across the nation — especially rural, agricultural counties whose economies depend heavily on agriculture — to become involved, endorse and perhaps volunteer to help round up hay and corn for South Carolina's farmers.

"You know," said Commissioner Tindal, "hogs don't eat hay. This is

something that happened during South Carolina's drought of 1986," he added. "Everybody that year was hollering about 'hay, hay, hay,' and nobody was saying anything about the small hog farmer who needed corn, whose crop was burned up in the field."

Commissioner Tindal said county officials across the nation should help spread the word that South Carolina's farmers still need hay and corn.

### HAY AND FEED HOTLINE

Those having hay and feed for sale, farmers needing hay and feed, and truckers wishing to volunteer their trucks or their time to transport hay and feed, should call the South Carolina Hay and Feed Hotline at 1/

South Carolina Department of Agriculture Commissioner Les Tindal, standing in a cornfield several miles south of Columbia in Richland County, S.C., shows some of the damage caused by the state's recent drought and intense heat: a deformed ear of corn.



Photo by Stuart Morgan, SCAC

800/896-3694. Hay and Feed Hotline information is updated and distributed at least once a week to Clemson University Extension agents serving all counties in South Carolina.

(Morgan is the public information director for the South Carolina Association of County Commissioners.)

## You can help by adopting a cow

Want to "adopt" a South Carolina cow or an acre of corn on Carolina soil? Well, here's your chance.

South Carolina Department of Agriculture Commissioner Les Tindal said he wanted to "put a plug" in for South Carolina's Adopt a Cow/Crop Program. The department recently established the program to help South Carolina farmers hit hardest by the drought and intense heat.

"Anyone who contributes as much as \$150 will receive a certificate signed by the South Carolina governor and commissioner of agriculture," Commissioner Tindal said. "And if they want to adopt a cow, they'll be able to name the cow and have the name of the cow put on their certificate.

"And if a contributor from a corn-growing area elsewhere in the nation wants to adopt a crop, such as corn, and they want to

help the corn grower down here, then he or she will be able to adopt an acre of corn."

Commissioner Tindal said the \$150 figure was chosen because that is approximately what it costs to feed a cow for seven months or to plant a crop of corn.

The South Carolina Department of Agriculture used an Adopt a Cow/Crop Program following the drought of 1986.

"That program worked out real good for us that year," Commissioner Tindal said, "and we're hoping that we'll get a good response this time as well."

For more information about the South Carolina Department of Agriculture's Adopt a Cow/Crop Program, please write: Robert Mickle, assistant to the commissioner, South Carolina Department of Agriculture, P.O. Box 11280, Columbia, SC 29211, or call 803/734-2210.

# Study examines role of elected officials in criminal justice

The first national study to comprehensively examine and analyze the role of the local elected official in criminal justice issues was published recently by the U.S. Advisory Commission on Intergovernmental Relations (ACIR). "The Role of General Government Elected Officials in Criminal Justice" was written by Vivian E. Watts, a former Virginia legislator and secretary of public safety.

Barbara Sheen Todd, NACo president and a member of the commission, called the study a "pioneering accomplishment."

"For years," she noted, "most justice research has been aimed at practitioners and has ignored the essential role of elected policy-makers in the criminal justice system. Until the ACIR study, there was little information and research on the roles and functions of general government elected officials in criminal justice — despite the fact that general government officials are responsible for enacting the laws that define criminal behavior and for spending over \$70 billion annually on criminal justice functions."

The new ACIR study provides important analysis and recommendations to assess some central questions: What do "general government" politicians do in criminal justice? How can they do it better? How can they work better together? Watts asks. The central theme of the ACIR report is that the elected representatives of general purpose government possess a unique potential to reform the justice system in that they have the capacity to coordinate and manage multiple systems to bring about change.

This potential is certainly reflected in county government. In addition to major responsibilities in the justice system, counties also are the chief public sector providers of health and social services at the local level. They are thus in a strategic position to design and implement multidisciplinary approaches to crime control and crime prevention.

## Study highlights

- From the mid-'70s to the early '90s, criminal justice expenditures rose faster than any other area of state and local government spending. Between 1973 and 1990, in constant dollars, state own-source spending in criminal justice increased 759 percent (prison growth, increased state assistance to local governments and merger of local courts into many state systems); county, 490 percent (jails, court costs and crime prevention); municipal, 330 percent (police and crime prevention); and federal, 345 percent.

- Spending on criminal justice has been driven more by increases in prosecution and prison sentencing than by increase in reported crime and arrests.

Between 1973 and 1989, the number of people in prison grew by 233 percent. Increased arrests, stemming

from population growth, more reported crime and stronger law enforcement, accounted for about one-third of the growth. The rest resulted from court-related decisions and correctional policies, as well as increased revocation of parole and probation.

- Law enforcement officers, courts and corrections officials cannot, by themselves, reduce crime significantly. Crime prevention programs that address economic and social needs, and policies and incentives that empower citizens to re-establish effective community institutions and civic order also are essential.

Only general government elected officials have the authority to reach across public agencies and programs — such as health departments, school boards and housing authorities — and focus them on crime prevention.

## Study recommendations

- State legislatures and Congress should rectify imbalances between law enforcement efforts, courts and corrections. Federal or state mandates should be enacted only following thorough system-wide impact analyses. Special attention should be given to prevention, policing, adjudications, jails, corrections, improved management and intergovernmental funding.

- Chief elected officials should: 1) insist on being informed about the characteristics and interrelationships of the criminal justice system; 2) hold criminal justice officials accountable for supporting improved system performance; and 3) engage the other key actors in the system and



Vivian E. Watts, author of the ACIR study, chats with William E. Ready, esq., past president of the National Association of County Civil Attorneys, at NACo's Annual Conference. Ready coordinated host activities for NACo's 1989 Justice and Public Safety Steering Committee retreat in Lauderdale County, Miss., which focused on the role of general purpose government in the administration of justice.

the public in exploring policy options.

- Elected officials should support the development and use of decision-support and management information systems, performance indicators for key activities, and data collections for: 1) forecasting personnel and facilities needs; 2) analyzing the budgetary impacts of mandates; and 3) improving the efficiency and effectiveness of crime investigations, court case management, and correctional classification and supervision.

- State and local elected officials should establish and participate in criminal justice coordinating bodies and support such bodies where they exist (e.g., criminal justice budget review committees, jail or prison planning task forces, community corrections boards and juvenile justice coordinating councils). Criminal justice should remain largely a state and local responsibility. A federally mandated structure for state or local coordination should be avoided.

## Back from summer recess, Congress begins hammering out base closure details

By Richard A. Wegman and Harold G. Bailey, Jr.

(This is the first installment of a two-part series on efforts to expedite the transfer of closed military bases to civilian control.)

This week, as Congress returns from its summer recess, it will confront President Clinton's July 1993 decision to close 130 military bases and to realign 45 others, a decision that will affect hundreds of communities located in 33 states.

From the state and local perspective, the two issues that Congress needs to resolve most quickly are: 1) ensuring that the transition from federal to state or local control is handled expeditiously, with red tape and other administrative hurdles kept to an absolute minimum; and 2) addressing the widespread environmental contamination that exists at these facilities, while ensuring that they can be put to productive use by state and local governments as rapidly

as possible.

With estimates of contamination at these facilities now approaching \$1 billion (cost estimates that seem to climb almost weekly as more and more becomes known about the extent of toxic waste contamination at these facilities), the second issue may prove more difficult for Congress than the first.

Congress will have its first opportunity to deal with these matters this week when Senator David Pryor (D-Ark.) brings legislation to the Senate floor to provide transition assistance to the affected communities, and to impose time limits on steps that need to be taken by the Department of Defense (DoD) and other federal agencies.

Pryor, who heads the Senate Democratic Task Force on Defense Reinvestment, will offer an amendment to the FY94 DoD authorization bill that is designed to carry out parts of the program that President Clinton proposed when he announced the base closures nine weeks ago.

Pryor's amendment would:

- permit DoD to lease or sell base property to local communities at less than fair market value

- speed up the leasing process so that base properties can be put to use even if environmental cleanup has not been completed

- make clean properties available for reuse within nine months if local communities can identify a reuse, and
- complete DoD compliance with the National Environmental Policy Act within 12 months.

Pryor believes his legislation is needed to remove the federal government "as a barrier to redevelopment," and that enactment will help "tilt the scales in favor of base closure during this difficult transition period."

The urgency behind the Pryor initiative arises from the recent round of base closure announcements which, coupled with the closures ordered in 1988 and 1991, represent a major challenge to communities across the nation.

President Clinton's revitaliza-

The major impetus for the ACIR study was the 1989 NACo Justice and Public Safety Committee "retreat" in Lauderdale County, Miss. The meeting, titled, "The Role of General Purpose Government in the Administration of Justice" was held in cooperation with the National Governors' Association, the National Conference of State Legislatures, the National League of Cities and the U.S. Conference of Mayors.

Concerned that national research efforts had all but ignored the role of general purpose governments and that justice expenditures were increasing at an alarming rate, the committee adopted a formal resolution calling upon the Department of Justice to commission ACIR to undertake a national study. Former NACo President Ann Klinger and other NACo officers subsequently met with then-Attorney General Dick Thornburg to urge that the study be conducted.

The report is accompanied by a "Guide to the Criminal Justice System for General Government Elected Officials." The guide deals with the system after crime occurs, focuses on major cost impacts, and provides basic tools to help officials improve criminal justice agencies.

"The Role of General Government Elected Officials in Criminal Justice" (\$20) and "Guide to the Criminal Justice System for General Government Elected Officials" (\$8) can be purchased by contacting: ACIR Publications, 800 K St., N.W., Suite 450, South, Washington, DC 20575, 202/653-5540, fax: 202/653-5429. A set of both publications is available for \$23.

tion initiative is designed to speed the recovery of affected communities by spending \$2.8 billion on transition assistance and \$2.2 billion for accelerating environmental cleanups.

To obtain fast-track cleanup, the Clinton plan proposes that a DoD transition coordinator and environmental manager be stationed full-time at each base to work with EPA and state officials to expedite identification and remediation of contamination.

Such steps will complement one of the most important features of Pryor's legislation, which is to permit transfers of DoD properties at less than fair market value. Senator Pryor's proposal would amend government property transfer statutes to authorize a less-than-fair-market value transfer if it is in furtherance of a reuse plan, will ensure replacement of lost jobs, or save DoD money by reducing maintenance costs. The Pryor approach on fair market value incorporates one

See **BASE CLOSURES**, next page

# County officials tour two innovative waste management systems

By Naomi Friedman  
research associate

Over the past few months, county officials had the opportunity to visit two innovative solid waste management systems, in conjunction with NACo's Municipal Solid Waste Project. Twenty officials gathered in June to tour Sevier County, Tennessee's co-composting facility, and in July, the Chicago Paperboard Corporation, which produces paperboard from residential and commercial wastepaper, hosted a visit of 16 county officials.

Future technical tours of waste management systems will be sponsored by NACo in cooperation with a grant from EPA's Office of Research and Development.

## Solid waste composting

Sevier County, Tenn., home to one of the nation's newest municipal solid waste composting plants, proved to be an exciting meeting ground to discuss the advantages and disadvantages of different composting systems. Larry Waters, county executive, described to the visiting officials the events leading up to the construction of the county's composting plant.

In the late '80s, faced with an imminent waste disposal crisis, Sevier County joined with its three cities to form a non-profit corporation, Sevier County Solid Waste Inc., to collaboratively examine

solid waste options. The four local governments were determined "to live or die collectively on this issue," explained Waters, and fortunately, "this good cooperative effort" allowed the county to gain political support for its program.

Sevier Solid Waste, Inc. initially investigated options for exporting its waste to a nearby county, but such plans were dashed when the neighbor county expressed unwillingness to import garbage.

In the effort to select a technology compatible with the preservation of the adjacent Great Smoky Mountain National Park, Sevier Solid Waste opted against incineration.

Composting offered the county a way to convert about 70 percent of its waste (which includes a high percentage of restaurant-generated food waste and paper) to a usable, humus-like product. Despite the scarcity of other successful county-scale composting projects, the county decided to proceed with a state-of-the-art facility built and operated by the New Jersey-based Bedminster Bioconversion Company.

When the site for the composting facility and new landfill was announced, public outcry was against the landfill and not the composting plant.

Sevier County financed the construction of its 90,000-square-foot plant through a \$9 million public bond issue. The bond covered not

only the cost of the facility (\$6.5 million), but also expenses related to the acquisition of the new landfill site, the construction of a new recycling building adjacent to the plant, as well as the purchase of additional waste disposal machinery. Bedminster receives \$15 per ton to operate the facility, and the total composting and landfill program, including financing fees but excluding collection, costs the county \$30 per ton in tipping fees. The operator will pay the county 40 percent of gross revenue from the sale of compost.

County officials visiting the plant viewed the heart of the composting facility — three digesters, or enclosed rotary vessels each measuring 12.5 feet across by 180 feet long, processing about 150 tons per day of garbage and 50 tons per day of sewage sludge. Attendees also learned about source-separated composting, a process practiced in Europe, Canada and a few sites in the United States, in which recyclables as well as non-compostable material is pulled out of the waste stream at the front end, producing a compost which may be of higher quality.

## Garbage in, paperboard out

On the last day of NACo's Annual Conference, 16 county officials visited the Chicago Paperboard Mill, a 75-year-old plant producing paperboard from wastepaper. Participants witnessed the production of packaging material from

a feedstock of old newspaper, corrugated cardboard, magazines and even residential junk mail.

Since its inception, the plant has used only wastepaper for paper production, but in recent years, has increased the amount of post-consumer material it receives from commercial and residential recycling programs.

It is currently hoping to increase its supply of residential wastepaper. The plant produces approximately 70,000 tons per year of paperboard, used to wrap detergents, board games and other consumer products, from a feedstock of approximately 75,000 tons of waste-

paper.

According to Councilman Richard Galambos (Lake County, Ind.), who attended the paperboard tour, "It was very impressive to see a plant which has been in continuous operation for 75 years and accepts nearly every type of wastepaper generated. To fully support recycling, counties must emphasize the procurement of products with recycled content. NACo should continue to sponsor tours of innovative solid waste facilities."

For information on composting, recycling or other technical tours, please contact Naomi Friedman at 202/942-4262.

## Rural recycling workshop: challenges and opportunities

On Sept. 28, NACo will co-sponsor a one-day workshop on rural recycling opportunities at Ogeechee Technical Institute in Bullock County, Ga.

Attendees will learn strategies on how to set up successful waste recycling programs in rural areas. Speakers include: Jack Hill, state senator; Bob Isaac, University of Georgia; Michael Mill, executive director, Bluegrass Regional Recycling Corporation; and George "Bubba" Bird III, Candler County, Ga.

For more information, contact Naomi Friedman at 202/942-4262.

# Economic conversion to require targeted job training strategies

By Jill Conley  
staff writer

America hardly had time to complete its long-awaited sigh of relief at the end of the Cold War before it had to begin confronting an all-new battle at home — paring down its mighty military industry in an already bruised economy.

The Pentagon estimates that 50,000 civilian jobs will be lost over the next five years as a direct result of base closures. However, economic indicators project that as many as 1.3 million defense-related manufacturing jobs will also disappear from America's economy as a result of defense downsizing — a statistic that has officials at every level of government desperately seeking ways to help dislocated workers find new employment options before they are forced to become consumers of public assistance programs.

"It is an economic imperative that America finds new things to build and new technologies to develop," Joan Horn, chair of the Realignment Task Force at the Department of Defense (DoD), told delegates at an Annual Conference mini-general session, July 19. Identifying these new products and tech-

**"It is an economic imperative that America finds new things to build and new technologies to develop."**

Joan Horn, chair, Realignment Task Force  
Department of Defense

nologies early on will be critical to developing effective job training and retraining programs, she explained.

"It is time for a reality check," said Horn. "And the first thing we need to know is exactly what jobs we are training people for." In an economy that is currently experiencing recovery without job creation, she said, it is particularly

important that training programs be more targeted than ever before.

"We must form job training partnerships in the pre-competitive stages of technology development," Horn told conference delegates, adding that the Realignment Task Force is focusing on ways to link worker training programs, communities and technology development companies together.

## BASE CLOSURES from previous page

of the major recommendations of the NACo Base Closure Task Force.

The acknowledgement by the White House that communities require tangible help from the federal government on base closures matters has generally been greeted with a better-late-than-never attitude.

Sam Karas, Monterey County (Calif.) supervisor, welcomed the Administration's initiative: "It's a major step. The Administration is finally listening to local communi-

ties. I'm proud that NACo took the lead in developing recommendations which the Administration is now following."

Karas noted that Fort Ord was the first place nationwide where a fast-track approach had been attempted, and that the Fort Ord cleanup had benefited from a very positive relationship with DoD.

However, there remains some concern about the adequacy of funding in the Clinton program. Bob Clark, executive director of the

Horn assured county officials that the Clinton Administration is committed to "spending better" as America shifts its leadership role in military technology to one in civilian technology. "In fact, an assistant secretary for economic security is going to be appointed at DoD in the very near future," she said.

DoD is also working to facilitate economic conversion by funneling grant money to the Labor Department for dislocated worker and Job Training Partnership Act employment training programs. It is also participating in a five-agency consortium that is administering technology reinvestment grants through the Department of Commerce.

In addition to discounting military property as an incentive for reuse and simplifying the process of transferring personal property on bases, DoD's Office of Economic Assessment, which used to facilitate defense buildup, is now administering planning grants to communities for military base reuse and conversion.

Horn cautioned delegates to be thorough in their applications for community planning grants. "Remember, we cannot start helping you until you decide who speaks for your community," she said. "And you'll need to know what the reuse is going to be before a decision about the cleanup level necessary can be made."

Northern Maine Regional Planning Commission, who heads the planning efforts related to the closure of Loring AFB, expressed concerns about the Administration's failure to address the financial realities confronting communities.

Clark says that "it would be nice if the Clinton plan is implemented, but most of the plan is old money."

Noting the continuing inability of communities to obtain needed bank loans and insurance for converting cleaned-up base properties

to local use, Clark said that "the interim leases proposed in the plan won't solve the problem because we still can't get banks and insurers to accept the leases."

(In the next installment, Wegman and Bailey discuss the impact of environmental contamination on efforts to free bases for civilian use. Wegman and Bailey are attorneys with Garvey, Schubert & Barer, with offices in Washington, D.C.; Portland, Ore.; and Seattle, Wash.)

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Edwards County, Kan.

**Vincent Settle**  
Commissioner  
Ware County, Ga.

**Russell Sheaffer**  
Board of Commissioners Chairman  
Dauphin County, Pa.

**Barbara Sheen Todd (President)**  
Commissioner  
Pinellas County, Fla.

**Lyle Shields**  
County Board Chairman  
Champaign County, Ill.

**Sharon Shipley**  
Treasurer  
El Paso County, Colo.

**Barbara Shipnuck**  
Supervisor  
Monterey County, Calif.

**Linda Sims**  
County Commissioner  
Ingham County, Mich.

**Oscar Soliz**  
District Clerk  
Nueces County, Texas

**Ann Marie Spardi**  
Executive Director, Area Agency on Aging  
Mercer County, Pa.

**Larrie Stalks**  
Register of Deeds  
Essex County, N.J.

**Neal Strand**  
County Commissioner  
Pennington County, S.D.

**John Stroger**  
(Immediate Past President)  
Commissioner  
Cook County, Ill.

**William Sturtevant**  
Nursing Home Administrator  
Rockingham County, N.H.

**Jay Weber**  
Commission Chairman  
Douglas County, Wash.

**Dale White**  
County Judge  
Harney County, Ore.

**James White**  
Board of Commissioners  
Box Elder County, Utah

**Leon Williams**  
Supervisor  
San Diego County, Calif.

**John Witt**  
Commissioner  
Chouteau County, Mont.

**Donn Wolf**  
Commissioner  
Oakland County, Mich.

**Terry Wood**  
County Council Member  
Duval County, Fla.

# 1993-94 Steering Committee Leadership

## AGRICULTURE AND RURAL AFFAIRS

*Chair:*  
Dow Wagner, commissioner  
Auglaize County, Ohio

*Vice Chairs:*  
Reynaldo Alaniz, commissioner  
Starr County, Texas  
Kenneth Stoner, judge  
Philip County, Ark.

Larry Whaley, commissioner  
Osceola County, Fla.

### Agriculture Subcommittee

*Chair:*  
John Witt, commissioner  
Chouteau County, Mont.

*Vice Chair:*  
Audrey Vickers, commissioner  
Highlands County, Fla.

### Rural Development Subcommittee

*Chair:*  
Marcie McLaughlin, commissioner  
Renville County, Minn.

*Vice Chair:*  
Marvin Johnson, supervisor  
Hamilton County, Iowa

### World Trade & Food Safety Subcommittee

*Chair:*  
Bruce Elwell, commissioner  
Major County, Okla.

*Vice Chair:* Mary Shell, supervisor  
Kern County, Calif.

## COMMUNITY AND ECONOMIC DEVELOPMENT

*Chair:*  
Mike Moore, commissioner  
Calvert County, Md.

*Vice Chairs:*  
Shirley Darrell, commissioner  
Oklahoma County, Okla.

Tim Davis, county executive  
Summit County, Ohio

Albert Eisenberg, supervisor  
Arlington County, Va.

Thelma Moore, deputy director  
Economic and Community  
Development  
San Bernardino County, Calif.

### Economic Development Subcommittee

*Chair:* Stuart Rhodes, councilman  
Marion County, Ind.

*Vice Chair:*  
Robert Janiszewski, county executive  
Hudson County, N.J.

### Housing Subcommittee

*Chair:*  
William Hanna, councilman  
Montgomery County, Md.

*Vice Chair:*  
Mary Rose Wilcox, supervisor  
Maricopa County, Ariz.

## EMPLOYMENT

*Chair:*  
Kay Beard, commissioner  
Wayne County, Mich.

*Vice Chairs:*  
Ellie Dumdi, commissioner

Lane County, Ore.

Peter McLaughlin, commissioner  
Hennepin County, Minn.

Julian Bolton, commissioner  
Shelby County, Tenn.

### Youth Employment Subcommittee

*Chair:*  
John Sorrenti, president  
of commissioners  
Hancock County, W.Va.

*Vice Chair:*  
Margaret Langfield, commissioner  
Anoka County, Minn.

### Work Force Development Subcommittee

*Chair:*  
Bill McClymond, supervisor  
Warren County, Iowa

*Vice Chair:*  
Timothy Grippen, county executive  
Broome County, N.Y.

### Rural Development Subcommittee

*Chair:*  
Craig McGuire, commissioner  
St. Johns County, Fla.

*Vice Chair:*  
Jim Hunt, chairman of commissioners  
Park County, Mont.

### Job Training/Human Resources Coordination Subcommittee

*Chair:*  
Penny Cameron, board member  
Kane County, Ill.

*Vice Chair:*  
Lyle Shields, board member  
Champaign County, Ill.

### School-to-Work Transition Subcommittee

*Chair:*  
Julia Gouge, commissioner  
Carroll County, Md.

*Vice Chair:*  
Joyce Blevins, commissioner  
McDuffie County, Ga.

### Dislocated Worker Subcommittee

*Chair:*  
Richard Cecil, councilman  
New Castle County, Del.

*Vice Chair:*  
Jay Johnson, judge  
Swisher County, Texas

## ENVIRONMENT, ENERGY AND LAND USE

*Chair:*  
Joel McTopy, councilman  
St. John the Baptist Parish, La.

*Vice Chair:*  
Carol Murphy, freeholder  
Morris County, N.J.

Ron Houseman, clerk  
Taney County, Mo.

Jan Platt, commissioner  
Hillsborough County, Fla.

### Air Quality Subcommittee

*Chair:*  
Pauline Larwood, supervisor  
Kern County, Calif.

*Vice Chair:*  
Barbara Skinner, council member  
Pierce County, Wash.

### Energy Subcommittee

*Chair:*  
Randy Johnson, commissioner  
Hennepin County, Minn.

*Vice Chair:*  
Antony Carabello, commissioner  
Berks County, Penn.

### Water Quality Subcommittee

*Chair:*  
Jean Michaels, commissioner  
Olmsted County, Minn.

*Vice Chair:*  
Dwain Colby, commissioner  
Island County, Wash.

### Growth Management Subcommittee

*Chair:*  
Steve Siebert, commissioner  
Pinellas County, Fla.

*Vice Chair:*  
Rebecca Heron, commissioner  
Durham County, N.C.

### Recreation Subcommittee

*Chair:*  
Jon Lindsay, judge  
Harris County, Texas

*Vice Chair:*  
William Mitchell, parks director  
Bucks County, Pa.

### Solid and Hazardous Waste Subcommittee

*Chair:*  
James D. Cole, commissioner  
Genesee County, Mich.

*Vice Chair:*  
Beulah Coughenour, council member  
Marion County, Ind.

## HEALTH

*Chair:*  
Marilyn Krueger, commissioner  
St. Louis County, Minn.

*Vice Chairs:*  
Katherine O'Connor Kuhn,  
commissioner  
Kent County, Mich.

Sallie Parks, commissioner  
Pinellas County, Fla.

Willie Kennedy, supervisor  
San Francisco County, Calif.

### Long-Term Care Subcommittee

*Chair:*  
Thalia Dondero, commissioner  
Clark County, Nev.

*Vice Chair:*  
Carolyn Meline, commissioner  
Bannock County, Idaho

### Mental Health, Substance Abuse, and Disabilities Subcommittee

*Chair:*  
Homer Page, commissioner  
Boulder County, Colo.

*Vice Chair:*  
Lynn Ferrell, health svcs. director  
Polk County, Iowa

### Medicaid/Indigent Care Subcommittee

*Chair:*  
Harriett Cornell, legislator,  
Rockland County, N.Y.

*Vice Chair:*  
Karen Jamagin, director, governmental  
relations  
Los Angeles County, Calif.

### Public and Environmental Health Subcommittee

*Chair:*  
Moses Carey, commissioner  
Orange County, N.C.

*Vice Chair:*  
Maurice Mullet, health director  
Holmes County, Ohio

### HIV/AIDS Subcommittee

*Chair:*  
Lawrence Pernick, commissioner  
Oakland County, Mich.

*Vice Chair:*  
Jim Jordan, health systems director  
Broward County, Fla.

## HUMAN SERVICES AND EDUCATION

*Chair:*  
Susan Lacey, supervisor  
Ventura County, Calif.

*Vice Chairs:*  
Haver Finn, commissioner  
St. Lucie County, Fla.

Michael Pappas, freeholder  
Somerset County, N. J.

Grantland Johnson, supervisor  
Sacramento County, Calif.

### Welfare and Social Services Subcommittee

*Chair:*  
Hilda Barg, supervisor  
Prince William County, Va.

*Vice Chair:*  
Nan Johnson, legislator  
Monroe County, N.Y.

### Refugee and Immigration Subcommittee

*Chair:*  
Alexander Penelas, commissioner  
Dade County, Fla.

*Vice Chair:*  
John McDonald, supervisor  
San Diego County, Calif.

### Education Subcommittee

*Chair:*  
Marilyn Praisner, councilwoman  
Montgomery County, Md.

*Vice Chair:*  
E. B. Turner, commissioner  
Robeson County, N.C.

### Aging Subcommittee

*Chair:*  
Lori Nance Parrish, commissioner  
Broward County, Fla.

*Vice Chair:*  
Brenda Presby, commissioner  
Carroll County, N.H.

## INTERGOVERNMENTAL RELATIONS

*Chair:*  
Danny Allen, councilman  
Spartanburg County, S.C.

*Vice Chairs:*  
Marilyn Byers, commissioner  
Ashland County, Ohio

Tom Davis, county chairman  
Fairfax County, Va.

Yvonne Braithwaite Burke, supervisor  
Los Angeles County, Calif.

### State/County Relations Subcommittee

*Chair:*  
Rochelle Spector, councilwoman  
Baltimore City-County, Md.

*Vice Chair:*  
Bill Peebles, commissioner  
Okaloosa County, Fla.

### Regional/County/City Relations Subcommittee

*Chair:*  
Coleen Landkammer, commissioner  
Blue Earth County, Minn.

*Vice Chair:*  
Dean DeLong, commissioner  
Carbon County, Pa.

### Federal/County Relations Subcommittee

*Chair:*  
David Armstrong, county executive  
Jefferson County, Ky.

*Vice Chair:*  
Ronald Roman, freeholder  
Middlesex County, N.J.

## JUSTICE AND PUBLIC SAFETY

*Chair:*  
Dennis Greenhouse, county executive  
New Castle County, Del.

*Vice Chairs:*  
Marjorie Webster, commissioner  
Carroll County, N.H.

Lynne Martinez, commissioner  
Ingham County, Mich.

Mabel Butler, commissioner  
Orange County, Fla.

Carol Kamper, commissioner  
Olmsted County, Minn.

### Courts Subcommittee

*Chair:*  
Donna Karvia, clerk  
Lewis County, Wash.

*Vice Chair:*  
Jonal Uglem, judge  
Traill County, N.D.

### Juvenile Justice Subcommittee

*Chair:*  
Earlene Parmon, commissioner  
Forsyth County, N.C.

*Vice Chair:*  
Karen Hayes, commissioner  
Clark County, Nev.

### Emergency Management Subcommittee

*Chair:*  
Maggie Erickson Kildee, supervisor  
Ventura County, Calif.

*Vice Chair:*  
Kathleen Hale, emergency  
preparedness director  
Dade County, Fla.

### Law Enforcement Subcommittee

*Chair:*  
Jim Sago, president  
Marion County, W.Va.

*Vice Chair:*  
Christopher J. Duncan, county  
board member  
Peoria County, Ill.

# 1993-94 Steering Committee Leadership

## Corrections Subcommittee

*Chair:*  
Russell L. Sheaffer, board of commissioners chair  
Dauphin County, Pa.

*Vice Chair:*  
Billy L. Wayson, county supervisor  
Louisa County, Va.

## Victim Services Subcommittee

*Chair:*  
David Huffman, county sheriff  
Catawba County, N.C.

*Vice Chair:*  
Audrey Nixon, county board member  
Lake County, Ill.

## Liability and Insurance Subcommittee

*Chair:*  
Mary E. Richards, county attorney  
Story County, Iowa

*Vice Chair:*  
Dennis M. Aaron, county commissioner  
Oakland County, Mich.

## LABOR AND EMPLOYEE BENEFITS

*Chair:*  
Katherine Carsky, legislator  
Westchester County, N.Y.

*Vice Chairs:*  
Leon Williams, supervisor  
San Diego County, Calif.

Allen P. August, police juror  
Calcasieu Parish, La.

John Collins, county executive  
Kenosha County, Wis.

Jane Walker, commissioner  
Rockingham County, N.H.

## Labor Standards Subcommittee

*Chair:*  
Loren Whittemore, commissioner  
El Paso County, Colo.

*Vice Chair:*  
Arthur Schaeffer, legislator  
Broome County, N.Y.

## Pension and Employee Benefits Subcommittee

*Chair:*  
Charles Ecker, county executive  
Howard County, Md.

*Vice Chair:*  
Phil Rosenberg, human resources director  
Broward County, Fla.

## Labor Relations Subcommittee

*Chair:*  
Alberta Lee, commissioner  
Allen County, Ohio

*Vice Chair:*  
Jane Jelinski, commissioner  
Gallatin County, Mont.

## MEMBER PROGRAMS AND SERVICES

*Chair:*  
Terry Wood, county council member  
Duval County, Fla.

*Vice Chair:*  
Katie Dixon, county recorder  
Salt Lake County, Utah

## Constituent Services Subcommittee

*Chair:*  
Peter McLaughlin, commissioner  
Hennepin County, Minn.

## Finance, Labor and Employee Benefits Subcommittee

*Chair:*

Donald Merz, treasurer/tax collector  
Sonoma County, Calif.

## Public Works and Environment Subcommittee

*Chair:*  
Carol Roberts, commissioner  
Palm Beach County, Fla.

## PUBLIC LANDS

*Chair:*  
Louise Liston, commissioner  
Garfield County, Utah

*Vice Chairs:*  
Noel Williams, commissioner  
Lincoln County, Mont.

Perci Deal, commissioner  
Navajo County, Ariz.

David Schmidt, commissioner  
Linn County, Ore.

## Federal Land Payments Subcommittee

*Chair:*  
George Enneking, commissioner  
Idaho County, Idaho

*Vice Chair:*  
Wesley Hedstrom, commissioner  
Cook County, Minn.

## Federal Land Management Subcommittee

*Chair:*  
George Enneking, commissioner  
Idaho County, Idaho

*Vice Chair:*  
Dennis Brinker, commissioner  
Jackson County, Colo.

## Community Stability Subcommittee

*Chair:*  
Arlene Kolar, clerk

Boise County, Idaho

*Vice Chair:*  
Francie Sullivan, supervisor  
Shasta County, Calif.

## TAXATION AND FINANCE

*Chair:*  
Mary Boyle, commissioner  
Cuyahoga County, Ohio

*Vice Chairs:*  
William R. Harper, county judge  
Sebastian County, Ark.

Bill Melton, county treasurer  
Dallas County, Texas

Doris Ward, assessor  
San Francisco County, Calif.

## Tax-Exempt Bonds Subcommittee

*Chair:*  
Mary McPhillips, county executive  
Orange County, N.Y.

*Vice Chair:*  
Gerald Fox, county manager  
Mecklenburg County, N.C.

## Federal/State/County Fiscal Relations Subcommittee

*Chair:*  
William J. Becker, county supervisor  
Prince William County, Va.

*Vice Chair:*  
June Ester, commissioner  
Hernando County, Fla.

## Fiscal Management Subcommittee

*Chair:*  
Donald W. Merz, county treasurer-tax collector  
Sonoma County, Calif.

*Vice Chair:*  
Bob Ryan, county treasurer/auditor

Olmsted County, Minn.

## TRANSPORTATION

*Chair:*  
Andrew Warren, commissioner  
Bucks County, Pa.

*Vice Chairs:*  
Robert Depke, board member  
Lake County, Ill.

Carol Roberts, commissioner  
Palm Beach County, Fla.

Nelson Greene, commissioner  
Ware County, Ga.

## Airports Subcommittee

*Chair:*  
John Boerema, treasurer  
Kent County, Mich.

*Vice Chair:*  
Lawrence Dunn, commissioner  
Allegheny County, Pa.

## Transit Subcommittee

*Chair:*  
Rod Diridon, supervisor  
Santa Clara County, Calif.

*Vice Chair:*  
Lawrence Kenny, supervisor  
Milwaukee County, Wis.

## Highways Subcommittee

*Chair:*  
Murray Nolte, commissioner  
Johnson County, Kan.

*Vice Chair:*  
Vernon Peterson, commissioner  
Fergus County, Mont.

## Telecommunications Subcommittee

*Chair:*  
Ladd Siftar, councilman  
Northampton County, Pa.

# 1993-94 Affiliates

## NATIONAL ASSOCIATION OF COUNTY INTERGOVERNMENTAL RELATIONS OFFICERS (NACIRO)

President and Board Representative: John H. Easter  
senior public policy analyst  
Iowa State Association of Counties  
Phone: 515/244-7181  
*Staff Contact:* Donald Murray

## NATIONAL ASSOCIATION OF COUNTY ENGINEERS (NACE)

President: Clarence Perry  
county engineer  
Henry County, Iowa  
Phone: 319/385-2317  
Board Representative:  
Ernest Lynn Olson  
engineer  
Douglas County, Minn.  
*Staff Contact:* Bob Fogel

## NATIONAL CONFERENCE OF REPUBLICAN COUNTY OFFICIALS (NCRCO)

President: Dick Cecil  
county councilman  
New Castle County, Del.  
Phone: 302/571-7536  
*Staff Contact:* Traci Dove

## NATIONAL ASSOCIATION OF COUNTY HEALTH OFFICIALS (NACHO)

President: Maurice Mullet, M.D.  
health commissioner  
Holmes and Knox counties, Ohio  
Phone: 216/674-5035

Board Representative:  
Ralph D. Morris, M.D.  
Galveston County, Texas

*Staff Contact:* Nancy Rawding

## NATIONAL ASSOCIATION OF COUNTY HEALTH FACILITY ADMINISTRATORS (NACHFA)

President: Gerald A. Betters  
administrator  
Pinecrest Medical Care Facility  
Menominee County, Mich.  
Phone: 906/497-5244

Board Representative:  
William Sturtevant  
Rockingham County, N.H.  
*Staff Contact:* Tom Joseph

## NATIONAL ASSOCIATION OF BLACK COUNTY OFFICIALS (NABCO)

President: Thelma Moore  
deputy director  
Department of Economic and

Community Development  
San Bernardino County, Calif.

Phone: 909/387-5401  
*Staff Contact:* Larry Jones

## NATIONAL ASSOCIATION OF COUNTY AGING PROGRAMS (NACAP)

President: Lynn Bayer  
director, Area Agency on Aging  
Los Angeles County, Calif.  
Phone: 213/738-2604 (Monday-Thursday) or 213/827-2478 (Friday)

Board Representative:  
Ann Marie Spiardi  
Mercer County, Pa.  
*Staff Contact:* Sandy Markwood

## WESTERN INTERSTATE REGION (WIR)

President and Board Representative: Bill Coates  
supervisor  
Plumas County, Calif.  
Phone: 916/283-4260  
*Staff Contacts:* Rick Keister and Tom Sweet

## NATIONAL ASSOCIATION OF COUNTY PARKS AND RECREATION OFFICIALS (NACPRO)

President: Dick Jones

assistant to the director  
Metro-Dade County, Fla.  
Phone: 305/857-3356

Board Representative:  
William M. Mitchell  
Bucks County, Pa.  
*Staff Contact:* Jerry McNeil

## NATIONAL ASSOCIATION OF COUNTY TRAINING AND EMPLOYMENT PROFESSIONALS (NACTEP)

President: David Lopez  
JTPA administrator  
Maricopa County, Ariz.  
Phone: 602/506-5911

Board Representative:  
Rosalyn D. Key  
Henrico County, Va.  
*Staff Contact:* Dick Johnson

## NATIONAL ASSOCIATION OF COUNTY CIVIL ATTORNEYS (NACCA)

President and Board Representative: S.C. Kitchen  
county attorney  
Alamance County, N.C.  
Phone: 919/228-1312  
*Staff Contact:* Lee Ruck

## WOMEN OFFICIALS IN NACo (WON)

President: Joan Hastings  
county clerk  
Tulsa County, Okla.  
Phone: 918/596-5851  
*Staff Contact:* Le Palmer

## NATIONAL ASSOCIATION FOR COUNTY COMMUNITY/ECONOMIC DEVELOPMENT (NACCED)

President: Daniel E. Basehoar  
deputy director of housing  
Housing & Redevelopment  
Authorities  
Lancaster County, Pa.  
Phone: 717/394-0793

Board Representative:  
Suzanne Hayes  
Cook County, Ill.  
*Staff Contact:* Haron Battle

## NATIONAL ASSOCIATION OF COUNTY PLANNERS (NACP)

President: Keith L. Cubic  
director, Planning Department  
Douglas County, Ore.  
Phone: 503/440-4289

Continued on page 11

# 1993-94 Affiliates

**Board Representative:**  
James Cannelli  
Anne Arundel County, Md.  
*Staff Contact: Haron Battle*

**NATIONAL DEMOCRATIC COUNTY OFFICIALS (NDCO)**  
President: Doris Ward  
assessor  
City and County  
of San Francisco, Calif.  
Phone: 415/554-5500  
*Staff Contact: Bob Fogel*

**NATIONAL ASSOCIATION OF COUNTY ADMINISTRATORS (NACA)**  
President: John Wesley White  
county administrator  
Sarasota County, Fla.,  
Phone: 813/951-5111  
  
Board Representative: Terry Green  
Jefferson County, Colo.  
*Staff Contact: Ed Ferguson*

**NATIONAL ASSOCIATION OF HISPANIC COUNTY OFFICIALS (NAHCO)**  
President: Oscar Soliz  
district clerk  
Nueces County, Texas  
Phone: 512-888-0450  
*Staff Contact: Haron Battle*

director, Department of Addiction, Victim and Mental Health Services  
Montgomery County, Md.  
Phone: 301/217-1300  
(TDD) 301/984-5662  
  
Board Representative:  
Lynn D. Ferrell  
Polk County, Iowa  
*Staff Contact: Tom Joseph*

**NATIONAL ASSOCIATION OF COUNTY INFORMATION OFFICERS (NACIO)**  
President: Dick Davis  
director of public information  
Mercer County, Pa.  
Phone: 412/662-3800  
  
Board Representative:  
Claire Palermo Flower  
Westchester County, N.Y.  
*Staff Contact: Tom Goodman*

**NATIONAL ASSOCIATION OF COUNTY TREASURERS AND FINANCE OFFICERS (NACTFO)**  
President: Bob Ryan  
county treasurer/auditor  
Olmsted County, Minn.  
Phone: 507/285-8197  
  
Board Representative:  
Sharon Shipley  
El Paso County, Texas  
*Staff Contact: Ralph Tabor*

**NATIONAL COUNCIL OF COUNTY ASSOCIATION EXECUTIVES (NCCAE)**  
President: Rick Cockrum  
executive director  
Association of Indiana Counties  
Phone: 317/684-3710  
  
Board Representative: Jerry Michie  
Laramie County, Wyo.  
*Staff Contact: Dottie Byars*

**NATIONAL ORGANIZATION OF BLACK COUNTY OFFICIALS (NOBCO)**  
Chairman: Webster Guillory  
Orange County Tax Assessors  
Office, Calif.  
Phone: 714/834-2734  
*Staff Contacts: Crandall Jones and Crystal Murray*

**NATIONAL ASSOCIATION OF COUNTY SURVEYORS (NACS)**  
President and Board  
Representative: M. Carl Larsen  
Surveyor's Office  
Salt Lake County, Utah  
Phone: 801/468-2028  
*Staff Contact: Vacant*

**NATIONAL ASSOCIATION OF COUNTY INFORMATION TECHNOLOGY ADMINISTRATORS (NACITA)**  
President: Steven Jennings  
director of data processing  
Harris County, Texas  
Phone: 713/755-6621  
  
Board Representative:  
Randall Murphy  
Lake County, Ill.  
*Staff Contact: Anne Powell*

**NATIONAL ASSOCIATION OF COUNTY RECORDERS AND CLERKS (NACRC)**  
President: Ardis W. Schmitt  
clerk/recorder  
El Paso County, Colo.  
Phone: 719/520-6216  
  
Board Representative:  
Bernice Peterson  
Sonoma County, Calif.  
*Staff Contact: Chris Ruck*

**NATIONAL COUNCIL OF ELECTED COUNTY EXECUTIVES (NCECE)**  
President: Tim Davis  
county executive  
Summit County Ohio  
Phone: 216/643-2515  
  
Board Representative:  
Parris Glendening  
Prince George's County, Md.  
*Staff Contact: Tom Goodman*

**NATIONAL ASSOCIATION OF COUNTY HUMAN RESOURCE ADMINISTRATORS (NACHRA)**  
President and Board  
Representative: Phil Rosenberg  
county personnel director  
Broward County, Fla.  
Phone: 305/357-6001  
*Staff Contact: Larry Jones*

**NATIONAL ANIMAL CONTROL ASSOCIATION (NACA)**  
President: Darlene Larson  
supervisor, Billings Animal Shelter  
Billings, Mont.  
Phone: 406/657-8225  
  
Board Representative:  
Peggy Hinnen  
Salt Lake County, Utah  
*Staff Contact: Vacant*

# 1993-94 Task Forces and Caucuses

**Children's Initiatives Task Force**  
*Chair:* Barbara Shipnuck  
supervisor  
Monterey County, Calif.  
*Vice Chairs:* Ellie Dumdi  
commissioner  
Lane County, Ore.  
Marlene Young,  
commissioner  
Polk County, Fla.

council member  
New Castle County, Del.  
Doris Ward  
assessor  
San Francisco County, Calif.

**International Trade Task Force**  
*Co-Chairs:* Liane Levetan  
chief executive officer  
DeKalb County, Ga.  
Hubert Price  
commissioner  
Oakland County, Mich.

**Large Urban County Caucus**  
*Chair:* Carol Roberts  
commissioner  
Palm Beach County, Fla.  
*Vice Chairs:* Jim Jackson  
county judge  
Dallas County, Texas  
Parris Glendening,  
county executive  
Prince George's County, Md.

Los Angeles County, Calif.  
*Vice Chairs:* F. Thomas Ament  
county executive  
Milwaukee County, Wis.  
Thomas M. Davis  
board of supervisors chairman  
Fairfax County, Va.  
Carol Roberts  
commissioner  
Palm Beach County, Fla.

**Mandates Task Force**  
*Chair:* Yvonne Braithwaite Burke  
supervisor

**NACoNET**  
*Chair:* Mike Gillespie  
county commission chairman

Madison County, Ala.  
  
**Sustainable Development Task Force**  
*Chair:* Reed Madden  
commissioner  
Greene County, Ohio

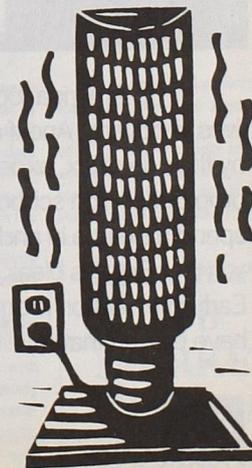
**Welfare Reform Task Force**  
*Co-Chairs:* Kay Beard  
commissioner  
Wayne County, Mich.  
Michael Pappas  
board of chosen freeholders director  
Somerset County, N.J.

## CHECK YOUR HOT SPOTS

With proper use, portable electric space heaters provide warmth and comfort. But space heaters need their space. They aren't drying racks or toasters! Keep anything combustible at least three feet from an electric space heater.

If you have questions, ask the fire department. Fire prevention is their mission. Make it yours too!

A message from this publication and the U.S. Fire Administration.





**ONLY SIX AND LOOKING FORWARD  
TO YEARS BEHIND BARS.**

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

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

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

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



The Academy for  
State and Local  
Government

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

# News from the nation's counties

## North

### PENNSYLVANIA

• **T**he White House Conference on Libraries and Information Services Task Force (WHCLIST) has honored ALLEGHENY COUNTY Controllor



Frank Lucchino Allegheny County (Pa.) controllor

Frank Lucchino with one of the nation's most coveted library awards — the 1993 Local Elected Official Award.

Lucchino is one of only four people nationwide to receive the award.

He was nominated by the County Library Association Serving the People for "using his leadership position ... to focus attention on the pressing needs of Allegheny County" and for his 1991 report, "The Quiet Crisis: Libraries in Allegheny County." The report exposed the problems municipal libraries in the county face and made recommendations to "dramatically improve the quality of services for all citizens of the county," the nominating letter states.

"We want to celebrate people like Frank Lucchino," said

WHCLIST Chairwoman Eva Knight. "He is moving Allegheny County onto the information highway in a very visionary way. Not only will his ideas improve the quality of life for people in his area, but they will also help the area's economic well-being as it moves to the 21st century."

In its first month of operation, the complex was toured by officials from five other counties and municipalities who are eager to see similar conversion projects on former landfill sites within their jurisdictions.

## South



### FLORIDA

• **SEMINOLE COUNTY** recently opened a tournament softball facility on the former county landfill and transfer station. The 38-acre park has five fields, a playground, a jogging and exercise trail, and a concession and administration building. It can accommodate 150 teams.

The county has been planning the conversion since 1987 when a decision was made to build a new transfer station for waste handling.

In building the park, more than 60 tons of tires were removed and recycled, and the old landfill was sealed.

### MARYLAND

• The first company wholly owned by the People's Republic of China, Wang Zi Cashmere Products, has established its manufacturing, marketing and international trade operations in HOWARD COUNTY.

County Executive Charles I. Ecker, county council members, and state and local economic development officials joined Governor William D. Schaefer Aug. 31 for a ribbon-cutting ceremony at the 30,000 square-foot facility in which the company will be housed.

### VIRGINIA

• **FAIRFAX** and **PRINCE WILLIAM COUNTIES** have been working on a deal to save money and preserve landfill space by trading trash.

Under the plan, Fairfax County would send 40,000 tons of yard refuse to Prince William County's 38-acre composting facility. In return, Prince William would send 43,200 tons of household garbage to Fairfax's incinerator.

The trade would extend the life

of Prince William County's landfill by 15 years and reduce Fairfax County's total volume of solid waste by nearly 18 percent.

The agreement was set to be signed in mid-August, but was postponed by opposition from the District of Columbia, which owns the land on which Fairfax's landfill is located and wants to make sure that its rights to the landfill are protected in the deal. Negotiations are currently underway.

## Midwest

### MINNESOTA

• Concerned about increasing gun violence involving youth, the **RAMSEY COUNTY** League of Local Governments, a group made up of county, city and school district officials, recently sponsored a "Ramsey County Gun Violence Town Meeting."

The meeting brought educators, prosecutors, law enforcement professionals and concerned citizens together to develop recommendations aimed at preventing gun violence.

After comprehensive discussion examining issues related to gun violence, a task force was established that will develop a formal plan of action for an integrated response to gun violence.

## West

### ARIZONA

• Diane Nunez, R.N., a critical

care nurse at the **MARICOPA COUNTY**



Diane Nunez Maricopa County, Ariz.

Medical Center, has been awarded the "Excellence in Caring" award by the American Association of Critical Care Nurses. She is one of three nurses nationwide to be recognized for her outstanding ability to integrate acute care technology with the complex challenges of meeting patients' personal care needs.

Nunez has been employed by the medical center since 1987.

### CALIFORNIA

With half a cent scheduled to drop out of the state sales tax, California counties have joined a broad list of supporters spearheading the adoption of Proposition 172.

The legislation would require that one-half cent of the existing state sales tax remain in effect and be deposited to the Local Public Safety Fund.

According to its supporters, additional sales tax revenues from Proposition 172 are intended to offset part of the \$2.3 billion that counties and cities lost when a portion of the annual property tax was shifted from counties and cities to school districts.

A special statewide election on the proposition is scheduled for Nov. 2.

## MANDATES

from page one

examine the cost of complying with Social Security and the Americans With Disabilities Act requirements.

The County Commissioners Association of Ohio also recently completed a mandate survey which was incorporated into a 70-page report on the cost of federal mandates to state and local governments, commissioned by Ohio Governor George Voinovich and released at the National Governors' Association annual meeting. The report found that, overall, federal mandates cost Ohio approximately \$308

million in FY93 and will increase to nearly \$390 million in 1994.

Even as counties gather data about the cost of federal mandates on a case-by-case basis, the Advisory Commission on Intergovernmental Relations (ACIR) released a report this month urging the federal government to impose a moratorium on mandates for at least two years in order to conduct a thorough constitutional review.

The recommendations are in ACIR's new report "Federal Regulation of State and Local Govern-

ments: The Mixed Record of the 1980s."

"Mandating has become excessive, both constitutionally and fiscally," said Robert B. Hawkins, Jr., ACIR chairman. "Between 1981 and 1990, the Congress enacted 27 major statutes that imposed new regulations on states and localities, or significantly expanded existing programs. This compares to 22 such statutes enacted in the '70s, 12 in the '60s, zero in the '50s and '40s, and only two in the '30s."

Among the most costly or intrusive regulations were the Safe Drinking Water Act Amendments

of 1986, the Asbestos Hazard Emergency Response Act of 1986, and requirements that states allow longer and heavier trucks on their highways and raise the minimum drinking age.

ACIR found that, by the '90s, federal regulatory relief initiatives had failed to reduce existing requirements or restrict new regulations significantly and were more than counterbalanced by new requirements and new conditions on existing programs.

In addition, ACIR found that the judicial record of the 1980s was worse for federalism than that of the

'70s. Three U.S. Supreme Court rulings essentially reduced the status of the states to that of "interest groups" operating in the national political process (*Garcia v. San Antonio Metropolitan Transit Authority, South Dakota v. Dole, and South Carolina v. Baker*).

"Few people realize that federal power grew more significantly during the '70s and '80s, and much more at the expense of state and local tax dollars than during the much heralded centralization of the New Deal and Great Society eras," said John Kincaid, ACIR's executive director.

## MICHIGAN

from page one

cantly alter Michigan counties' revenue picture, despite the fact that the county role in the Michigan school system is limited to collecting taxes for its operation.

For starters, the elimination of the school operating millage from the property tax will directly result in a \$60 million loss of county revenues, according to Ron Wilson, senior legislative coordinator for the Michigan Association of Counties (MAC). That figure represents a corresponding 65 percent of the four percent collection fee counties receive for delinquent property taxes. In addition, counties will

lose another \$100 million in delinquent tax penalty fees and will no longer be able to exact automatic millage rate increases unless they are approved by voters.

The legislation also deals county revenues a one-time, \$40 million blow because, in addition to allowing property owners to appeal assessments before paying taxes, it also delays the tax year for all property taxes for one year beginning in 1994.

"That action will be far worse than a tax freeze," says Wilson. "Under the new legislation, property taxes won't be collected on any

construction that occurs in 1993. New construction is permitted to go a full year before being subject to property taxes in 1995."

Michigan counties also fear that their revenue sharing payments — which are not constitutionally protected — may be cut if the state's new plan for education end up requiring full replacement of the revenues lost by the property tax cut.

Michigan has a law, the Headlee Amendment, that restricts the amount of revenue that can be generated by new or increased taxes. Under this law, new state revenue options will be limited to raising \$3.7 billion for financing education, according to Wilson. The re-

maining \$2.2 billion will have to be made up from a reinstatement of some type of local tax option, school cost containment or state budget cuts.

"A few wackos believe that the legislature could come up with the full \$5.9 billion through state budget cuts. But that option is simply not feasible," says Wilson. "It would mean the elimination of 75 percent of the existing expenditures in the state's general fund budget."

"Even trying to come up with \$2.2 billion would require a nearly 30 percent cut in those expenditures," he added. "Definitely on the chopping block could be the county revenue sharing payments."

While state legislators, educators and lobbyists hammer out Michigan's school financing plan, MAC is urging county officials to actively press legislators to protect revenue sharing payments and other state-funded programs from cuts.

**Remember!**  
**JOB**  
**MARKET**  
*Your best*  
**recruiting tool**

# Time to recycle old industrial America, says Peirce

By Neal R. Peirce  
Washington Post Writers Group

To some, the problem of vacant space in our older factory cities and suburbs is environmental "redlining." Builders, lenders, corporations and insurers systematically reject urban sites where even the slightest hint of industrial contamination exists.

Others call it the "brownfields" problem — that instead of recycling sites where the Industrial Revolution in America was born, places where much of our national wealth was generated and much of our history written, developers keep heading out for exurban "greenfields."

Then there's the new acronym TOADS — Temporarily Obsolete Abandoned Derelict Sites. Michael Greenberg and Frank Popper of Rutgers University thought up TOADS to describe the urban land that's hit the bottom of the land-use cycle: closed factories; boarded-up housing projects; abandoned rail lines; tracts of overgrown, neglected land.

Greenberg says the thought of TOADS came to him looking out the window of an Amtrak train at Chester, Pa., just south of Phila-

delphia, as he viewed the unsightly melange of a giant incinerator, refineries, junkyards, abandoned chemical plants and derelict housing.

Virtually every American "citistate," whether in its inner city or old industrial suburbs, or both, is pocked with brownfields/TOADS. We have all seen them, and flinched — whether the sight is a skeletal New England factory town or a ravaged Midwest "rustbelt" city, or the industrial dregs of Houston or Tacoma, Wash. With startling frequency, these areas are found close to neighborhoods of poor people, especially minorities. They are hideous icons of our throw-away civilization.

At Cleveland State University's College of Urban Affairs, I was reminded this summer that brownfields may seem like local problems but in reality have regionwide impact. If Cleveland city and surrounding Cuyahoga County can't make more land available by solving the brownfields problem, the experts noted, then industrial development will be forced farther and farther onto greenfields, undermining the city and county tax bases and triggering more sprawl development.

A chief villain, say critics, is the 13-year-old federal Superfund law and its state counterparts, which establish "joint and several" liability for any corporation, individual or government that's ever owned even a tiny piece of a polluted site. The result is a field day for trial lawyers and paralysis in efforts to recruit new owners/developers for even the most mildly suspicious site.

Several states are considering reforms, including assurance that a good faith buyer of a recycled site can't be held liable for any environmental dangers that might surface later.

Legislation just passed in New Jersey relaxes some of the rigid requirements of a 1983 environmental responsibility cleanup act. Rather than 100 percent cleanup of contamination on a site intended for a factory or commercial building, for example, it may now be OK to install impermeable caps to stop any seepage. Critics said Jersey's old law was so cumbersome and expensive that it both hindered the rebirth of cities and drained the state of jobs. New Jersey has 17,000 potentially polluted industrial properties and hazardous-discharge sites. Many in the state believe that the law contrib-

uted to Jersey's loss of 200,000 manufacturing jobs since 1986.

State Representative Tom Alley, chief author of four bills to loosen Michigan's very strict liability laws for possibly polluted properties, says the de facto redlining of old industrial properties in Detroit and blue-collar suburbs has generated intolerable costs:

"Urban devastation, and jobless workers, are left in the cities. With development forced outward, lots of open space and farmland gets gobbled up. There are tremendous public costs to provide new roads and services. And the old urban sites aren't cleaned up — they just sit there."

No one wants to gut today's environmental laws. The object, critics claim, is more rapid recycling, after taking reasonable safeguards, and less litigious wrangling that leaves sites in limbo for decades.

Our international citistate competitors, from Tokyo to London to Paris to Berlin, not only recycle old industrial lands more rapidly than we do, they make their cleanup efforts "a focal point" of metropolitanwide planning, says Robert Yarrow, executive director of the New York Regional Plan Association.

Yarrow points to over 12 years of intense effort to clean up the London Docklands and entire East Thames area. The Paris metropolitan authorities, he notes, are intent on reclaiming former industrial areas along the Seine. Berlin is now anxious to bring back the old port on the Spree River, close to the demolished Berlin Wall and old city center.

The Japanese, Yarrow observes, are into second and, in some cases, third generation of recycling since World War II. "In fact the term derelict doesn't translate into Japanese because lands get recycled so quickly."

Reclaimed brownfields won't, on their own, save urban areas wracked by severe crime and high taxes. But recycled lands could translate into more tax receipts for the hard-hit city or older suburb. They would mean more jobs for low-income city residents who find themselves cruelly cut off from job opportunities in the new "edge cities" and distant greenfield sites.

If experience around the world says smart recycling of land relates to building economically and socially strong citistates, isn't it time for us to get with it.

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## Notices ... notices ... notices

### CONFERENCES

■ **The Government Finance Officers Association (GFOA)** is conducting government financial management seminars on Sept. 20-23 in Washington, D.C. and on Oct. 18-21 in Seattle, Wash.

Topics such as effective budget presentation, investing public funds, and fixed asset accounting and reporting will be covered.

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

■ **"Streamlining Closures"** is the theme of the *Eighth Annual Conference on Contaminated Soils* on Sept. 20-23 at the University of Massachusetts at Amherst.

Workshop sessions will cover issues such as soil analysis, environmental and public health effects, and remediation and regulation.

To find out more about the conference, contact: University Conference Services, 918 Campus Center, University of Massachusetts, Amherst, MA 01003, 413/545-2591, fax: 413/545-0050.

■ **The National Welfare-to-Work Institute** is co-sponsoring a series of seminars designed to help job training officials motivate young people in getting the education and training they need to get the jobs they want.

Sessions will be held in San Francisco, Calif. on Oct. 7-8; New Orleans, La. on Nov. 9-10; Washington, D.C. on Dec. 2-3; and San Antonio, Texas on Jan. 18-19.

■ **Government Institutes, Inc.** is offering two courses this fall in Arlington, Va.

On Oct. 7-8, "How to Evaluate &

*Audit Your Waste Contractors*" will show participants how to evaluate waste contractors both accurately and cost-effectively. On Nov. 30-Dec. 1, "Environmental Reporting and Recordkeeping Requirements" will help attendees to fully understand the strict and complex reporting and recordkeeping requirements for federal environmental laws.

For more information, contact: Jackie Alt, Government Institutes, Inc., 4 Research Place, Suite 200, Rockville, MD 20850, 301/921-2345, fax: 301/921-0373.

■ **Military base closings**, the affect of the information age on inner cities, and the impact of the declining real estate industry on government finances are just a few of the issues to be examined at the *Urban Land Institute's* fall meeting in Boston, Mass., Nov. 2-6.

To register, or to find out more, contact the **Urban Land Institute**, 625 Indiana Ave., N.W., Washington, DC 20004, 202/624-7000, fax: 202/624-7140.

■ **"What Works in Community Corrections"** is the theme of a conference sponsored by the **International Association of Residential and Community Alternatives (IARCA)**.

Scheduled for Nov. 3-6 in Philadelphia, Pa., speakers and panelists will attempt to develop some consensus of "what works" and what more is needed to enhance community corrections.

For more information, contact: IARCA Consensus Conference, P.O. Box 1987, LaCrosse, WI 54602, 608/785-0200.

■ Jan. 4-8, 1994 are the dates set for the **American Society of Law Enforcement Trainers' Seventh Annual International Training Seminar** in

Washington, D.C.

Over 80 classes will be offered including courses on management and supervision, deadly force issues/management, and corrections training.

For registration information, contact: ASLET, P.O. Box 361, Lewes, DE 19958, 302/645-4080, fax: 302/645-4084.

■ **Ted Gaebler**, co-author of *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*, will be the keynote speaker for the *Fifth Annual Government Technology Conference*, Feb. 16-18, 1994 in Austin, Texas.

Seminar topics include developing public-private partnerships, innovative customer service, and Total Quality Management.

For more information, call Paul Fairbrother at 512/477-9797.

■ Philadelphia, Pa. is the site of the **National Council for Urban Economic Development's (CUED)** annual conference, April 17-20, 1994.

Through panel presentations, workshop sessions and networking opportunities, participants will be able to exchange information on how to develop effective strategies and implement programs with leading experts in the economic development field.

To register, contact: CUED, 1730 K St., N.W., Suite 915, Washington, DC 20006, 202/223-4735.

■ **"Joining Forces for Change: Family Support in the '90s"** is this year's theme for the **Family Resource Coalition's** 1994 national conference, May 4-7, 1994 in Chicago, Ill.

The meeting will explore the ways that policy-makers and program providers are joining forces to enhance the quality of life of America's families

and to improve the programs that serve them.

For more information, contact the Family Resource Coalition, 200 South Michigan Ave., Suite 1520, Chicago, IL 60604, 312/341-0900, fax: 312/341-9361.

■ **The Institute for Women's Policy Research (IWPR)** is hosting the *Fourth Women's Policy Research Conference*, June 3-4, 1993 in Washington, D.C.

The meeting will bring together members and leaders of public workers' unions, state and local government officials, advocates, researchers, and policy-makers who are particularly interested in reinventing government in order to better serve the needs and interests of women and all other citizens.

Interested participants must send a one- or two-page summary of ideas for a paper, panel or roundtable discussion by Nov. 15, 1993 to Lucia Fort, conference coordinator, IWPR, 1400 20th St., N.W., Suite 104, Washington, DC 20036, 202/785-0393, fax: 202/833-4362.

### PUBLICATIONS

■ **The International City/County Management Association (ICMA)** has published two new books.

The second edition of *"The Effective Local Government Manager"* provides suggestions for exercising leadership without appearing political, gives advice for enhancing the decision-making capacity of elected officials, and shows how to motivate staff to strive for excellence in the effort to meet citizens' demands.

*"Strategic Planning for Local Government"* provides step-by-step guidance on preparing a local strategic plan. It shows managers how to examine factors that will affect the community's future, identify opportunities and threats on the horizon, set clear community goals and objectives, and develop a

plan for action.

For price and ordering information, contact: ICMA, 777 North Capitol St., N.E., #500, Washington, DC 20002-4201, 202/289-4262.

■ **"Five Million Children: 1993 Update"** has been released by the **National Center for Children in Poverty (NCCP)**.

The new analysis updates some of the statistics presented in the 1990 report titled, *"Five Million Children: A Statistical Profile of Our Poorest Young Citizens."* The new data reflect 1991 information from the 1992 March supplement to the Census Bureau's Current Population Survey.

Copies can be purchased for \$4 from: NCCP 154 Haven Ave., New York, NY 10032, 212/927-8793.

■ **"Selecting and Retaining a Planning Consultant," "Innovative Tools for Historic Preservation,"** and **"Manufactured Housing Site Development Guide"** are the titles of three new publications available through the **American Planning Association (APA)**.

For price and ordering information, contact the APA, 1776 Massachusetts Ave., N.W., Washington, DC 20036, 202/872-0611.

### AWARDS

■ Beginning Oct. 1, applications for the **Government Finance Officers Association's (GFOA) Awards for Excellence in Government Finance** will be available.

The awards program recognizes outstanding contributions and innovations in the field of government finance. Applications will be accepted through Nov. 30. To obtain an award application packet, contact: GFOA Awards for Excellence, Attn: Heather Harper, 180 North Michigan Ave., Suite 800, Chicago, IL 60601, 312/977-9700.

## Job market

**ADMINISTRATIVE DIRECTOR, HEALTH AND HUMAN SERVICES — CAMDEN COUNTY, N.J.:** The County of Camden, population 500,000, seeks a qualified individual to administer both a comprehensive public/environmental health program and human services program providing services to children, elderly, poor and the disabled. Department has 300 employees. Selected individual will have at least 7 years of senior level management experience. Master's degree and public or environmental health background preferred. Send letter of application and salary requirements to: Richard J. Dodson, Division of Human Resources, Court House, 11th Floor, 520 Market Street, Camden, NJ 08102-1375. AA/EOE. Women and minorities are encouraged to apply.

**ASSISTANT COUNTY ADMINISTRATOR AND ASSISTANT PUBLIC WORKS DIRECTOR — SHENANDOAH COUNTY, VA.:** These two newly-created positions will be filled by highly motivated persons who possess strong administrative skills. Person interested in either position should contact the Shenandoah County Administrator's office (703/459-6165) to obtain an application form and copy of the position descriptions. Application, along with a personal resume, must be submitted to the County Administrator, P.O. Box 452, Woodstock, Virginia 22664 on or before September 17, 1993. The Assistant County Administrator's position requires a person with a degree in public administration, political science, or related field, supplemented by a master's degree or experience and training applicable to local government administration. Computer experience is required. Applicant should state his/her salary requirement. The Assistant Public Works Director position requires a person with a degree in civil engineering or solid waste management and must possess (or obtain during first six months of employment) the "Virginia Landfill Operator's Certification." A combination of experience, training and certification may be considered in lieu of a degree. Applicant should state his/her salary requirements. EOE.

**CITY MANAGER — WORCESTER, MASS.:** Worcester, Massachusetts (population: 169,759). Second largest city in New England. Highly liveable, industrial, commercial, university and multi-cultural community. New Bio-Technology Center, several major capital projects in beginning stages. Salary negotiable in \$100,000 and up range depending on qualifications plus excellent fringe benefit package. Three persons holding position since 1950. Reports to eleven member City Council elected five by district and six at-large

for two-year, non-staggered terms. Directly-elected Mayor (member of the City Council) Strong Council-manager Charter. \$207M budget (tax levy, including schools), 2361 employees (not including public school employees). Requires experience as city manager in similar size or larger city or equivalent. Private sector CEO experience or equivalent may be acceptable. Requires track-record of successful accomplishment in economic development. Requires bachelor's degree in public or business administration or related field; master's degree preferred. Skills in communication, collaborative management, leadership, strategy formulation, grantsmanship and financial management required. Visionary individual. Ability to respond to the needs of a dynamic environment. Send resume to James L. Mercer, President, The Mercer Group, Inc., 990 Hammond Drive, Suite 510, Atlanta, Georgia 30328 by September 30, 1993. Resumes of finalist candidates subject to public disclosure. EOE/EOEOR.

**COUNTY ATTORNEY — SAN MIGUEL COUNTY, COLO.:** San Miguel County, Telluride, Colorado is seeking applicants for the position of County Attorney. Duties include all aspects of county government law and operations, including administration of department and supervision of outside counsel. Candidates must be currently admitted to the Colorado Bar. Salary: \$38,000 - \$50,000/year. Apply: (resume, writing sample and 3 references) by November 1, 1993 at 5:00 p.m. to San Miguel County Board of Commissioners, P.O. Box 1170, Telluride, CO 81435.

**DIRECTOR, CONTRACT COMPLIANCE AND EQUAL EMPLOYMENT OPPORTUNITY OFFICE — DEKALB COUNTY, GA.:** DeKalb County Commission Office seeks applicants for the Merit-exempt position of Director, Contract Compliance and EEO Office. Position responsible for planning and administering program to encourage good will between contractors and minority/women business enterprises and evaluating County employment practices. Coordinates activities relevant to compliance with ADA. Requires BS in Business, Personnel, or Public Administration, Psychology or related field and five years experience in EEO/AA administration, EEO Contract Compliance Administration, Personnel Administration or Labor Relations. Additional direct professional experience involving application and interpretation of laws affecting personnel practices, affirmative action, discrimination in the workplace and labor management relations may be substituted on a year-for-year basis for

up to 2 years of education requirement. Starting annual salary: \$36,948 with excellent benefits package. To obtain official County application contact: DeKalb County Merit System, 1300 Commerce Drive, Room 100, Decatur, GA. 30030. Position open until filled. EOE.

**DIRECTOR OF PUBLIC HEALTH, DEPARTMENT OF PUBLIC HEALTH — SAN FRANCISCO CITY/COUNTY, CALIF.:** The San Francisco Health Department is the City/County's largest Department with some 6,500 employees and budget close to \$550 million. The Director provides leadership for the Department, with principal responsibilities for administrative oversight and coordination of all its functions. As Health Director, he/she serves as the CEO of the seven member policy for the department; the Director manages the Department and implements policy. The Department operates a 300 bed general acute care hospital; a 1,200 bed long-term care and rehabilitation facility; a network of community-based primary care health center and STD clinics; a multilevel mental healthcare system; substance abuse programs; and environmental health service; a comprehensive and sophisticated AIDS office; an Emergency Medical Care System (EMS); and an Emergency Medical Systems Agency. Successful candidates should have demonstrated experience in strategic planning for, management of an organization of similar size and complexity. Sensitivity to multiethnic/diverse constituents is highly desirable. Requires progressively responsible experience in the field of public health and preventive medicine, with at least five years in a full-time public health top administrative capacity; or an equivalent combination of training and experience. Recommendations and resume of interested parties should be sent to: Steven B. Fogle, The Alexander Group, 465 California St., Ste. 514, San Francisco, California 94104, 415/677-8668, FAX 415/677-8674.

**DIRECTOR, DEPARTMENT OF PUBLIC WORKS, — SAN DIEGO COUNTY, CALIF.:** Seeking a registered civil engineer and top-level executive to direct public works and civil engineering operations. Staff of 900 and budget of \$262 million. Services include those of County engineer, surveyor and road commissioner; sanitation and flood control, solid waste management, public transportation and airfield maintenance. \$75,000 - \$100,000. Executive benefit package includes automobile and relocation allowance. Apply by October 29, 1993. For resume submittal form and recruitment brochure detailing the application process, position and benefits, please contact: County of San Diego, Department of Human Resources, 1600 Pacific Highway, Room 207, San Diego, CA 92101, 619/236-2191 or 531-5139.

**DIRECTOR OF SOCIAL SERVICES — MECKLENBURG COUNTY, N.C.:** Mecklenburg County, North Carolina (Charlotte) seeks degreed professional to head Department of Social Services providing income maintenance, youth and family, and older/disabled adult services to 542-square mile, primarily urban region, with population of 540,000. Responsible for \$304 million budget and empowered work force of 1,200 in service 50,000+ clients. Exceptional leadership, senior-level management and communication skills, with TQM/team-management style essential. Social services background desirable but not required. Incumbent retiring. Appointment by elected Board of Commissioners; works through Office of the County Manager. Salary \$75,000 +/-; negotiable, depending upon qualifications and experience. Apply at once to: Paul A. Reaume, The

PAR Group, 100 N. Waukegan Road, Suite 200, Lake Bluff, IL 60044. TEL: 708/234-0005; FAX 708/234-8309. Mecklenburg County is an Equal Opportunity Employer — Women and Minorities Encouraged to apply.

**DISTRICT ADMINISTRATOR — DADE AND MONROE COUNTIES, FLA.:** Florida's Department of Health and Rehabilitative Services is seeking an innovative and dedicated senior executive to manage the full range of health and human services for District 11, which includes Dade and Monroe counties. This position requires sensitivity to the needs of diverse communities and cooperative work with two Health and Human Services Boards to direct the activities of 5,000 employees. If you are committed to helping others and looking for a challenge, we need you! A bachelor's degree, a graduate degree and at least 2 years of professional experience in human/social services are preferred, as well as 3 years proven leadership over a highly complex organization. Salary range is \$75,000 - 90,000. Resumes should be postmarked no later than October 1, 1993 and forwarded to Kathy Giles, HRS Personnel, 401 N.W. Second Avenue, Suite S-822, Miami, Florida 33128.

**DOWNTOWN DEVELOPMENT ADMINISTRATOR, TALLAHASSEE-LEON COUNTY PLANNING DEPARTMENT — TALLAHASSEE-LEON COUNTY, FLA.:** (\$41,828.80 - \$65,228.80) Tallahassee is the capital city of the fourth largest state in the country. Tallahassee-Leon County is the home of two major state universities, Florida State University and Florida A & M University, and is the site for the National High Magnetic Research Center. Downtown Tallahassee is the location of a growing state office campus and a thriving commercial area serving over 10,000 workers in its central core. Major efforts are underway to encourage retail and pedestrian opportunities through traffic calming, ground floor storefront design standards, a City sponsored 800,000 square foot mixed use development project, major cultural facilities, a new public library, and several new public parks and plazas. Tallahassee and Leon County have a joint planning department serving a community of 192,500 people. The Department handles long range land use, environmental, and transportation planning; zoning site plan and subdivision regulation administration; and is a lead agency in the city/county GIS program. The Planning Department is currently seeking a **Downtown Development Administrator** who will serve as the primary City liaison with numerous community groups and organizations. Responsibilities include implementing a recently adopted **Downtown Plan**. We are committed to quality management, planning, and public service. **Minimum Training and Experience:** Graduation from a four year accredited college or university with a Bachelors degree in architecture, civil engineering, construction management, business or public administration, urban planning, or a related field and four years of progressively responsible professional experience in planning, developing, and managing downtown and/or suburban commercial and industrial development projects. Two years of which must have been in a supervisory capacity; or an equivalent combination of training and experience. A City of Tallahassee employment application must be submitted to be considered for this position. Applications deadline: October 1, 1993. Where to apply: City of Tallahassee, Employee Relations Department, 300 South Adams Street, Tallahassee, Florida 32301, 904/891-8214. By Florida Law, all applications for employment with the City of Tallahassee are open for public inspection. An Equal Opportunity Employer.

**HOUSING DIRECTOR — MARICOPA COUNTY, ARIZ.:** Maricopa County is a dynamic employer, committed to providing regional leadership. Under direction of an Asst County Mgr directs the public housing activities of the County, including operation of the low rent and public housing and Section 8 rental subsidy programs. Requires Bach Deg in management, public admin or related and five yrs managerial exp in directing public housing programs, or an equiv combination of ed and job-related exp, substituted on a year for year basis. For additional job information and **REQUIRED** application forms, contact Human Resources Department, Room 200, 301 W Jefferson, Phoenix, AZ 85003-2277 or call 602/506-3755 by **September 30, 1993**. TDD: 506-1908. EOE.

**PRESIDENT/CEO, ECONOMIC DEVELOPMENT CORPORATION — WAYNE COUNTY, IND.:** You will run the corporation, establish the game plan and develop the results. This person will be capable of dealing with corporate leaders and decision makers. Proven track record as a self starter and results oriented winner! This will be a four (4) person staff with a \$1,000,000 plus budget in a county of 78,000 people who are ready and willing to work at the opportunities you and your team will create. We are looking to attract companies who want to expand or consolidate in a great location as well as expanding the opportunities for our existing businesses and industry. Send your resume and references to: Mr. Jan W. Passmore, Chairman of the Board, Economic Development Corporation of Wayne County, 33 South 7th Street, Suite 2, Richmond, Indiana 47374.

**PURCHASING MANAGER — SEMINOLE COUNTY, FLA.:** We are currently seeking a Purchasing Manager in the Central Services Department, Purchasing Division. This position is responsible for managing the operations of the Purchasing Division. Responsible for the organization and administration of activities including the procurement of all supplies, services, equipment, materials, construction program management, and real and tangible property control/disposal. Salary range \$40,934 to \$60,778. For job requirements contact: Employee Relations Department Career Opportunity Line 407/330-9540. Apply by 5:00 p.m. December 1, 1993. Seminole County Employee Relations, 1301 East 2nd Street, Sanford, FL 32771. EEO: M/F/H/V.

### Job Market - Classified Rate Schedule

Rates: \$3 per line.

(You can figure the approximate cost of an ad by counting the number of characters, including spaces and punctuation marks, in your copy. One line consists of approximately 38 characters. Divide 38 into the number of characters in your ad. The resulting figure will give you the approximate number of lines. Multiply that figure by 3 to figure your approximate cost.)  
**Display Classified:** \$30 per column inch.

**Billing:** Invoices will be sent after publication.

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

Be sure to include billing information along with copy.

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

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# Partners Protecting America's Environment

## NACo/EPA Conference on Reinventing the Federal/Local Partnership to Protect the Environment

October 7-9, 1993  
Washington Hilton, Washington, DC

### Conference purpose:

\* To clarify and strengthen the role of local government in protecting the environment

\* To identify constructive solutions to be implemented by all levels of government

### Invited guests:

• The Honorable Vice President **Al Gore**

• The Honorable **Max Baucus** (D-Mont.), Chair, Senate Environment & Public Works Committee

• The Honorable **John Dingell** (D-Mich.), Chair House Energy & Commerce Committee

• The Honorable **Carol M. Browner**, EPA Administrator

### Issues to be discussed:

• Financing environmental protection

• Flexibility in environmental protection

• Involving local governments in policy/rule making

• Education/technical assistance for local governments

### Format:

A unique aspect of this conference will be bringing representatives from local governments together to explore solutions. Each key issue area will be examined in a plenary session and will be followed by breakout dialogue sessions. Participation by all conference attendees will be encouraged and necessary to meet the objectives of the conference.

**For More Information**  
Contact: Tom Moore 202/942-4286 or Jerry McNeil 202/942-4237.



## DEADLINE EXTENDED REGISTER NOW! Partners in Protecting America's Environment

October 7-9, 1993  
Washington Hilton, Washington, DC

Name \_\_\_\_\_ Mr./Mrs./Ms. \_\_\_\_\_  
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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  
Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_  
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 \_\_\_\_\_  
Special Housing Request \_\_\_\_\_  
Housing Disability Needs \_\_\_\_\_

**Registration deadline: September 3rd Cancellation deadline: September 3rd**

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

All reservation requests must be accompanied by a check or credit card number for one night's deposit. Please add 11% room tax to total

### CREDIT CARD AUTHORIZATION

Check  MasterCard  Visa  Purchase Order or Voucher  
Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_  
Cardholder's Name \_\_\_\_\_  
Signature \_\_\_\_\_

The NACo Housing Center is authorized to use the above credit card to guarantee my hotel reservation. I understand that one night's room charge will be billed through this card if I fail to arrive at the confirmed date unless I have cancelled my reservation with the hotel at least 72 hours in advance of arrival.

MAIL TO: NACo • P.O. Box 790007 • Baltimore, MD 21279-0007