

County News

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NACo task force to oversee crime bill implementation

By Donald Murray
associate legislative director

On Sept. 13, the day President Clinton signed into law the \$30 billion crime bill, NACo President Randy Franke announced the creation of a 17-member multidisciplinary task force to oversee the implementation of the measure.

The task force has been established, Franke said, to ensure that the county perspective is a major focus of the regulatory and administrative process.

Specifically, the task force will be charged with analyzing the county impact of the legislation and providing leadership in helping to develop the regulations as well as strengthening the relationships between federal, state and local officials in the implementation process. NACo will continue to disseminate detailed information on the legislation to NACo members in the coming weeks and months.

Meanwhile, the Department of Justice has established a central, toll-free number to respond to inquiries on the crime bill — 1/800/421-6770.

Franke named New Castle County (Del.) Executive Dennis Greenhouse, who

heads NACo's Justice and Public Safety Steering Committee, as chairman of the task force. The task force, which will concentrate on the legislation's corrections and prevention components, draws on representation from NACo's Health, Employment, and Human Services and Education steering committees, and the Children's Initiative Task Force.

Members include: Lane County (Ore.) Commissioner Ellie Dumdi, Kenosha County (Wis.) Executive John Collins, Hennepin County (Minn.) Commissioner Peter McLaughlin, Carroll County (Md.) Commissioner Julia Gouge, Shelby County (Tenn.) Commissioner Julian Bolton, and Dade County (Fla.) Commissioner Alexander Penelas.

Also, Carroll County (N.H.) Commissioner Brenda Presby, Jefferson County (Ky.) Executive David Armstrong, Kent County (Mich.) Commissioner Katherine O'Connor Kuhn, Wake County (N.C.) Commissioner Betty Lou Ward, Forsythe County (N.C.) Commissioner Earline Parmon, Dauphin County (Pa.) Commissioner Russell Sheaffer, Person County (N.C.) Commissioner Ronald Dunevant, Marion County (W.Va.) Commissioner Jim Sago, Madison County (Ala.) Commissioner Prince Pryor, and Polk County (Fla.) Commissioner Marlene Young.

NACo President Franke led a delegation of 30 county officials, in-

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Photo by Donald Murray
(center) Senator Joseph Biden (D-Del.) introduces NACo Justice and Public Safety Steering Committee Chair Dennis Greenhouse to President Clinton, following the crime bill signing ceremony.



Photo by Beverly A. Schlotterbeck

The view from a Salmon River jet boat shows the Corral Fire in the Payette National Forest in Idaho moving down a ridge toward the river near the mouth of the French Creek, Sept. 1.

WHEN YOUR COUNTY IS BURNING

Idaho fires spark more than flame

By Beverly A. Schlotterbeck
editor

Without shoulders, the roads in the narrow Boise County (Idaho) valleys seem claustrophobically narrow to the urban eye. Along their edges, 500-foot, forested ridges angle back and up to the sky, fencing one flat to the small ribbon of asphalt. But

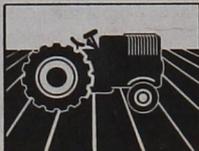
at least it's flat.

Driving into the mountains of the Boise National Forest's two million acres, the twisting roads seem clawed and pummeled into the ridges — hugged on one side by slopes and trees, and on the other ... by nothing. One-vehicle wide in most places, these roads make a city dweller yearn

See **IDAHO FIRES**, page 5

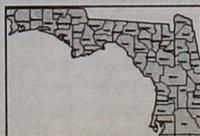
I N S I D E

Among the major pieces of legislation slated for reauthorization next year is the 1990 farm bill. NACo has adopted extensive policy on the measure.



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Two Florida counties make a deal for a massive entertainment, sports complex that some are calling the state's 68th county.



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County police are using electronic bulletin boards to boot crime out of their neighborhoods.

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NACo's Volunteerism Project explores how counties have utilized the resources provided by the National and Community Service Trust Act.

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NACo adopts position on 1995 farm bill

By Ralph Tabor
public policy director

One of the major bills to be considered by Congress next year is reauthorization of the Food, Agriculture, Conservation and Trade Act of 1990, otherwise known as the farm bill. The 1995 farm bill will have a major impact on the economy and tax base of many counties. Their ability to provide services financed by property and other local taxes is dependent on maintaining overall farm income. In addition, the legislation will reauthorize a number of rural development programs that directly assist economic development projects in rural counties.

The Clinton Administration is preparing draft legislation which it expects to submit to Congress in early 1995, and the Department of Agriculture has had 10 task forces working all summer on different parts of the legislation.

The draft bill will be reviewed this fall by other federal agencies which have programs affected by the legislation. The White House Office of Economic Policy will have final clearance on what is sent to Capitol Hill.

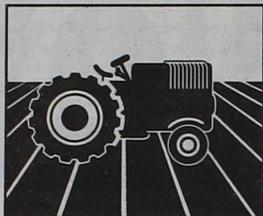
NACo's Agriculture and Rural Affairs Steering Committee, earlier this year, started drafting a policy statement on the 1995 legislation. The steering committee met at the NACo Legislative Conference and the Western Interstate Region Conference and held several conference telephone calls. The final draft was approved at the NACo Annual Conference in August.

The policy statement has been sent to the Department of Agriculture, other federal agencies, and to the House and Senate agriculture committees.

The full text of the policy statement is as follows:

NACo Policy Statement on 1995 Farm and Rural Development Legislation

The 1995 farm legislation will



have a major impact on county governments. The legislation will affect the economy and tax base of many of our counties. Our ability to provide services financed by property and other local taxes is dependent on maintaining overall farm income. NACo is also concerned about the role of states and counties in coordinating and implementing new environmental standards and programs in agricultural counties.

NACo's policy statement addresses those issues in the 1995 farm and rural development legislation that affect the ability of county governments to provide services to their citizens. NACo supports the basic approach of the Food, Agriculture Conservation and Trade Act of 1990 and urges the following refining amendments to the 1995 farm and rural development legislation.

Maintenance of farm income

Price support levels

Price support levels are necessary for the American farmer to compete with more heavily subsidized foreign farmers in world markets. Price supports should not be seen as a handout or welfare program, but as a critical market and price stabilization program, and as support for a sustainable agricultural economy. As part of the price support program, the cost of production, plus inflation, should be factored into the established price support level.

Planting flexibility

Agricultural producers should be

allowed the flexibility to plant alternative crops without losing crop acreage base and the flexibility to sell their product when the market provides the opportunity to make a profit. Deficiency payments for program crops should continue while planting alternative crops.

Federal crop insurance

It's been estimated that less than one-third of the total program crop acreages are insured in the federal crop insurance programs. Yet when a disaster strikes, the federal government may pay between 50 percent and 100 percent of the value of the crop loss. NACo recommends that:

- crop insurance programs be restructured with improved administration and more realistic premiums and benefits
- current disaster assistance programs be eliminated and catastrophic coverage be available as part of a crop insurance program
- tropical fruits, horticulture products and specialty crops be eligible for crop insurance, and
- additional insurance beyond the minimum catastrophic coverage be an option.

Stocks and reserves

Farm storage of feed grains accounts for a large percentage of our nation's small grain-storage capacity. There are associated costs and risk with farm storage as well as with the commercial storage of grains. The same reserve storage payments should exist for commercial handlers and agricultural producers.

Value-added

One way to improve profitability with basic agriculture products is through the value-added concept. NACo supports increased ethanol production made from small grain products, which also would reduce the dependence on foreign oil and help meet requirements of the 1990 Clean Air Act amendments. A

higher priority should be placed on research and extension programs regarding additional uses of agricultural products and identifying potential new uses.

Agricultural research

Research and technology to improve crops and livestock has been a major factor in helping this country be the leader in agriculture that it is today. To maintain leadership, additional federal funds should be directed toward agricultural and extension programs to meet the constant economic and technical changes in agriculture. Cooperation between private research and extension programs needs to be improved to ensure the rapid dissemination of new technology practices.

Environmental issues

Conservation programs

The 1990 farm bill sets in motion several conservation measures that are environmentally sound and encourage prudent farming practices. NACo supports the continuation of prioritizing environmentally sensitive areas in conjunction with areas identified in state non-point source pollution management plans. Additional incentives should be provided to establish long-term conservation practices such as the planting of trees for windbreaks, wildlife and other conservation purposes, and to encourage the retention of existing trees and windbreaks. It is critical that the role of state and local government be recognized and preserved in identifying and implementing conservation management programs.

Conservation Reserve Program (CRP)

The impact of CRP on rural community economic vitality should be examined, especially in counties where more than one-half of the full 25 percent enrollment cap has been reached. The CRP should be extended for five years to mediate the

impact of large tracts of land going back into production in a short time and to reduce the affect of increased production on market prices. Environmental costs and benefits, local tax consequences, and the economic impacts on local farm-input suppliers, public schools and community services should be assessed.

Wetlands Reserve Program

Additional federal and state incentives should be provided for the restoration of wetlands, the repair of habitats, and establishment of native vegetation on lands vital to water quality. Legislation should permit the proper maintenance of drainage systems according to the original intent and design, and according to federal and state regulations established prior to 1985. Pilot projects should be funded to provide artificial wetlands for the control and cleansing of runoff waters from feedlots, livestock operations and packing plants. Federal regulation should ensure local review of wetland issues and the delineation of wetland areas.

Rural Development

Led role for USDA

The U.S. Department of Agriculture (USDA) should place more emphasis on rural development and take the lead in interagency cooperative efforts. Rural assistance programs need to be directed toward the enhancement and creation of jobs through education, infrastructure investment and economic development. Any rural development program must be flexible enough to accommodate unique local situations and give maximum control to counties and other local governments.

Rural housing

There is a great need across America for improved housing for rural families and transient and per-

See FARM BILL, page 13

Superfund bill, moving through Congress

By Diane S. Shea
associate legislative director

Pending Superfund legislation has made it past several critical milestones as it wends its way through the congressional maze of committees.

The Senate Environment and Public Works Committee reported out S. 1843, sponsored by Senator Frank R. Lautenberg (D-N.J.). The

The NACo-negotiated 10 percent cap... surprised the coalition of Superfund supporters.

bill includes a 10 percent cap on the liability of local governments that have owned or operated Superfund sites if the population of the county or city is less than 10,000. Such local governments would be deemed unable to pay more than 10 percent of the cleanup costs. This provision

adds to the "ability to pay" test already in the bill for other municipal owners or operators.

The NACo-negotiated 10 percent cap for small municipal owners and operators surprised the coalition of Superfund supporters because both industry and environmentalists — for different reasons — oppose this relief. They are likely to try to have the provision struck from the bill as it moves through the legislative process. S. 1843 now goes to the Senate Finance Committee, which is debating the insur-

ance coverage sections of the bill.

In the House, after the Energy and Commerce Committee reported out its version of the Superfund bill (H.R. 4916, formerly H.R. 3800), the Public Works and Transportation Committee acted on the bill fairly quickly and without great controversy, despite an amendment that would require cleanup contractors to pay workers prevailing wages in line with the Davis-Bacon Act.

The bill then moved to the Ways and Means Committee, which approved the taxing provisions of the legislation in late August.

H.R. 4916 is now on its way to the floor where a fight is brewing over the Davis-Bacon amendment and others. It is estimated that if a

prevailing wage provision remains in the bill, the 20-30 percent savings that are expected from streamlined and expedited Superfund cleanups would be erased because of increased labor costs.

The Rules Committee will have to decide which amendments will be allowed to be offered on the floor.

Despite all these hurdles, the bill is still generally supported by a broad coalition of industry, environmentalists, state and local governments, and insurance companies, leading to a hope that the Superfund bill will be one of the few Administration-supported environmental bills that emerges from this Congress.

Correction

In the Aug. 22 edition of *County News*, Wisconsin Governor Tommy Thompson was reported as having been chair of the Winnebago County (Wis.) Board. He was a member of the Juneau County Board.

Publisher's Perspective

The crime bill: Working together works!

By Larry Naake
publisher

County officials, led by NACo President Randy Franke, and city officials, led by U.S. Conference of Mayors President Victor Ashe and National League



Larry Naake

Cities President Sharpe James, recently joined hundreds of other federal, state and law enforcement dignitaries to witness the signing by President Clinton of the \$30 billion crime bill.

It was a warm, sunny, beautiful day (September 13), and it was an unusually large, festive and exciting bill signing ceremony, even by Washington, D.C. standards.

More than 2,000 people gathered on the south lawn of the White House on a huge stage festooned with red, white and blue bunting and dozens of American flags. Ironically, the ceremony was also just a few yards from where, the day before, a small, single-engined plane crashed against the White House, killing its pilot.

The ceremony was certainly about crime in America, its causes and possible solutions. But, to NACo, the U.S. Conference of Mayors and other groups assembled, it was also about the power of working together.

The passage of the crime bill was not an easy feat. There were highly emotional issues involved (gun control, the death penalty, etc.), fueled by the fervor of election year politics. Many analysts believed that a bill could not be passed.

But, as President Clinton repeatedly pointed out, these odds were overcome by the persistence of many groups working in unison toward a common goal.

Public interest groups representing counties, cities and states have not been very successful in working in unison in recent years, and the results have been disastrous and fruitless. However, we



Photo by Donald Murray

(r) NACo President Randy Franke thanks (l-r) Senators Dennis DeConcini (D-Ariz.), Edward Kennedy (D-Mass.) and James Jeffords (R-Vt.) for their support of the crime bill.

are beginning to see the glimmer of change and the results are exciting beyond our imagination.

The major lobbying effort to pass the crime bill, led by the Conference of Mayors and NACo, is certainly a stellar example of this power. So is the common battle against unfunded federal mandates that has unified the "Big Seven" organizations representing state and local governments in our nation's capital — the Council of State Governments, the International City/County Management Association, the National Association of Counties, the National Conference of State Legislatures, the National Governors' Association, the National League of Cities and the U.S. Conference of Mayors.

These seven organizations have been awesome in making unfunded mandates a major issue that the Congress and Administration cannot ignore, and sooner or later will deal with.

We are beginning to rediscover the fact that if the "Big Seven" — as Capitol Hill and the White House call the public interest

groups — are really together on an issue, we are impossible to ignore and will prevail on more issues than we fail. Our power when working together is formidable. We are now talking about a more formal process for identifying common legislative goals that will allow us more time to develop strategies and lobbying campaigns.

Hopefully, we have learned from mistakes from the past and will get only better and better at "working together." Such unity can only result in a rosier future for state and local government and the citizens we serve.



Photo by Tom Goodman

In Washington for meetings with their congressional delegation, representatives from the California State Association of Counties (CSAC) accompanied NACo's Executive Committee to the bill signing ceremony. Pictured here: (l-r) NACo Associate Legislative Director Jeff Arnold, San Mateo County Supervisor and CSAC Second Vice President Michael Nevin, Nevada County Supervisor and CSAC First Vice President Bill Schultz, and CSAC Deputy Executive Director Victor Pottorff attend a legislative briefing at NACo headquarters.



NACo Legislative Director Reggie Todd (l) congratulates Vice President Al Gore on the Administration's successful passage of the crime bill.



Photo by Donald Murray

(l-r) Senator Harris Wofford (D-Pa.) chats with former NACo president John Stroger, NACo First Vice President Doug Bovin and NACo President Randy Franke after the bill signing ceremony.

CRIME BILL from page 1

cluding NACo First Vice President Doug Bovin, Second Vice President Michael Hightower and former president John Stroger, Jr., to the signing ceremony of the anti-crime bill at the White House on Sept. 13.

NACo supported the Administration's efforts to pass this anti-crime

legislation because it provides a balanced approach to fighting crime and violence. While county officials want to ensure that violent criminals are incarcerated for a long time, they also have expressed strong support for early prevention measures.

In his remarks during the signing

ceremony, President Clinton expressed appreciation to county and city officials for their support of this legislation. Clinton also appointed Vice President Al Gore to head a prevention task force and to conduct hearings throughout the country.

Key HUD officials speak at NACCED conference

By Haron N. Battle
associate legislative director

More than 200 delegates attended the 19th Annual Community and Economic Development Conference, sponsored by the National Association for County Community and Economic Development (NACCED), a NACo affiliate, in Cobb County, Ga., Sept. 10-14. Conference participants were quite enthusiastic over increased funding for the HOME Investment Partnerships and the Community Development Block Grant (CDBG) programs in FY95 and the anticipated reauthorization of all Department of Housing and Urban Development (HUD) programs.

They heard from senior HUD officials — Andrew Cuomo, assistant secretary for community planning and development; James Broughman, director, Office of Block Grant Assistance; and Gordon McKay, director, Office of Affordable Housing Programs — who addressed plenary sessions on a range of legislative and regulatory issues.

The conference was structured around three topical tracks. Workshops on affordable housing examined use of the HOME Investment Partnerships Program for single and multifamily housing; how to effectively work with non-profit organizations; and ways to incorporate Fannie Mae, Freddie Mac, the Federal Home Loan Bank and other resources into a comprehensive housing strategy.

The community development track included workshops on coordinating the HOME and CDBG programs, developing a consolidated plan that is prerequisite for receiving HUD funds, and preparing a continuum of care plan to combat homelessness.

The economic development workshop looked at a range of strategies and tools, including the Community Reinvestment Act, community development banks, empowerment zones/enterprise communities, tourism as an economic tool, and use of CDBG for economic development.

At its annual business meeting, NACCED elected Dean Taylor, director of the Office of Community Development, Dade County, Fla., as president.

Other officers include: Dan Domis, deputy director of community development, Hamilton County, Ohio as vice president; Patricia Ward, manager of community development for Tarrant County, Texas as secretary/treasurer; and Tom Laurin, director of economic and community development for San Bernardino County, Calif., as the NACCED representative to the NACo Board of Directors.

The members also elected the following to serve on the NACCED Board of Directors: Chris Hardnett from DeKalb County, Ga.; Suzanne Hayes from Cook County, Ill.; Judy Mott from Montgomery County, Ohio; Cecile Pitts from Multnomah County, Ore.; Philip Smith from DuPage County, Ill.; and James Fenstermaker from Jefferson County, Ala.

The conference was cosponsored by NACo; the Georgia counties of Cobb, DeKalb, Fulton and Gwinnett; and the city of Marietta.

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◆ An article on the "flow control" of solid waste by NACo Third Vice President **Randy Johnson** was published in the Summer 1994 edition of "Reusable News," an EPA publication. The article was titled, "Congress Should Clarify that Local Governments Have 'Flow Control' Authority."

On Sept. 8-12, Johnson came to NACo headquarters for briefings with various department and project directors to discuss plans for next year.

NACo Second Vice President **Michael Hightower** was in Washington, Sept. 15-17, for meetings of the Congressional Black Caucus and to be briefed on NACo financial issues.

◆ Earlier this month, Associate Legislative Director **Bob Fogel** met with several members of Congress and their staff to promote NACo's position on telecommunications legislation, including Senate Minority Leader Bob Dole (R-Kan.), Senator Carl Levin (D-Mich.), representatives of Vice President Al Gore and the White House Office of Intergovernmental Relations.

◆ At the County Supervisors Association of Arizona offices in Phoenix, Sept. 16, NACo Associate Legislative Director **Jeff Arnold** briefed supervisors on unfunded mandates, anti-crime legislation, PILT and other Western issues. Arnold then traveled to Colorado with meetings managers **Dottie Byars** and **Horacio Gavilan** to establish a site for the 1996 Western Interstate Region Conference.

◆ On Sept. 15, Research Associate **Peter Lane** made a presentation before a group of volunteer coordinators in Fairfax County, Va., where he highlighted the efforts of county-run volunteer programs across the country.

◆ Ten organizations, including NACo, met last week with Securities and Exchange Commission staff on the agency's proposed requirements for disclosing information to purchasers of county bonds. Public Policy Director **Ralph Tabor** represented NACo.

◆ Associate Legislative Director **Larry Jones** met with George Kundanis, staff director of the House Democratic Steering and Policy Committee, Sept. 15, to urge the House leadership to take action on the unfunded federal mandates bill.

◆ **Alva Saunders** has joined the NACo staff as the new general services coordinator.

Local governments testify on entitlement and tax reform

By Marilina Sanz
associate legislative director

At a hearing before the Bipartisan Commission on Entitlement and Tax Reform, earlier this month, representatives from local and state governments called on the commission to include more state and local government officials in the decision-making process because of the impact that entitlement programs have on their budgets.

The commission was established by Executive Order in November 1993 as part of last year's budget agreement. Its mission is to "recommend potential long-term budget-saving measures involving statutory entitlement and other mandatory programs, and recommend alternative tax reform proposals."

The commission's membership includes a number of former governors, but it has only one local elected official, Tampa (Fla.) Mayor Sandra Freedman, and one current governor, Roy Romer of Colorado.

Referring to her day-to-day experience in local government, Manhattan Borough (N.Y.) President Ruth Messinger, who represented NACo and other local government groups, told the commission that while "some of you may know that Manhattan is a county, it may surprise you to learn that Manhattan has the largest number of elderly residents living in poverty of any county in the nation. Clearly, any recommendation of this commission concerning entitlement spending will powerfully affect my bor-

ough and my city."

Joining Messinger in testifying before the commission was Maryland State Delegate Nancy Kopp, representing state government officials.

Although the short-term fiscal outlook has improved, the long-term situation requires immediate attention.

Bipartisan Commission on Entitlement and Tax Reform

Both women were unanimous in their strong opposition to federal entitlement caps. They pointed out that a cap would simply reduce the federal share and leave the responsibility of providing benefits to state and local governments, resulting in yet another unfunded mandate.

Messinger went on to recommend that if the federal government caps reduce state- or local government-administered entitlement programs, then they must also have the authority to restructure, reduce, or limit services, eligibility or payments.

Referring to possible proposals to change individual or corporate income taxes, Messinger recommended the formation of a group of representatives from all levels of government to examine the effect of those changes on state and local governments.

She expressed grave concern over changes that would undercut or terminate state and local governments' ability to access public capital markets, a system that is valued

at more than \$1 trillion.

In closing, Messinger pointed out that health care and welfare reform are key elements of the entitlement reform debate.

She said that simply cutting federal Medicaid spending, without providing other means of medical coverage, would exacerbate an already serious public health environment and would plunge people receiving public assistance further into poverty.

In August, the commission issued a series of findings forecasting dire consequences if entitlement spending is not curbed. "Although the short-term fiscal outlook has improved, the long-term situation requires immediate attention," it said.

The report went on to explain that if current trends continue without policy changes, entitlement outlays and interest on the national debt will consume all tax revenues collected by the federal government by the year 2012.

One of the areas of immediate concern is the Medicare Hospital Insurance Trust Fund, which is projected to run out of money by the year 2001.

The Social Security Trust Fund is experiencing cash flow surpluses now. However, once the Baby Boom generation begins to retire, that situation is reversed and the trust fund will begin experiencing shortfalls in the year 2013.

Senator Bob Kerrey (D-Nebr.) chairs the commission and Senator John Danforth (R-Mo.) is vice chair. The commission's final report to the president is expected by Dec. 15.

County News

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

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IDAHO FIRES from page 1

for the comfort of beltways and interstates.

On this road, we are looking for a forest fire. Or, at least the signs of one.

In these last days of August, I am here to learn about fire's impact on counties like Boise, already savaged — local officials would say — by environmental regulations and declining timber sales.

It shouldn't be difficult. By the end of August, 138,000 acres of Boise National Forest had burned. The so-called Idaho City Complex of fires had already destroyed 15 percent of the forest's timber resources. And there was no end in sight.

Talk around town, in Idaho City, was that the fires would end when the first snow fell, or when they blazed into the rocky ridges of the Sawtooth Mountains to the east — whichever came first.

At summer's end, blazes in Oregon, Washington, California and Idaho had destroyed millions of acres of forests and grasslands. By far, the hardest hit state has been Idaho. Nearly half a million acres have been scorched.

The U.S. Forest Service calls fires of this magnitude "incidents."

As our four-wheel drive Forest Service vehicle climbed into higher elevations, one could see a pall of smoke resting on the ridges below. It looked like common smog. But to anyone's nose, it smelled precisely like smoke, as if the entire area were one big fireplace.

We — Arlene Kolar, Boise County clerk; Carlyn Reed, Boise County treasurer; and Judi Danielson, Idaho state legislator — were being given something of a VIP tour by E.J. Madden, a Forest Service fire information officer from Florida, who had just arrived at Idaho City a week ago.

Back at the base camp — an encampment of some 700 firefighters

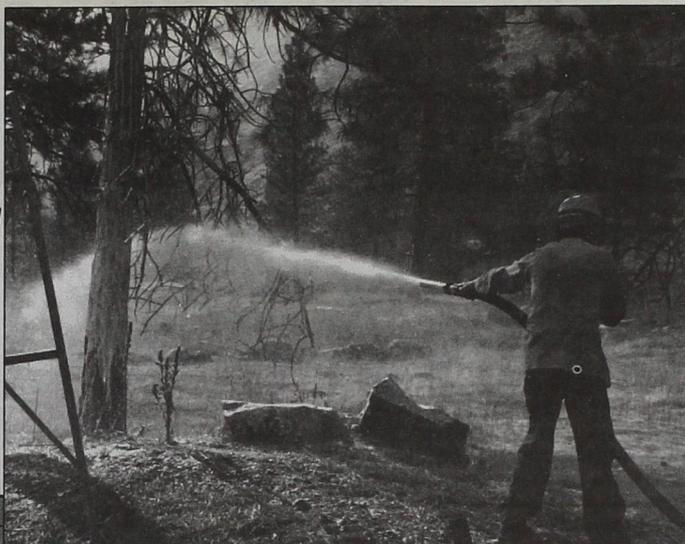
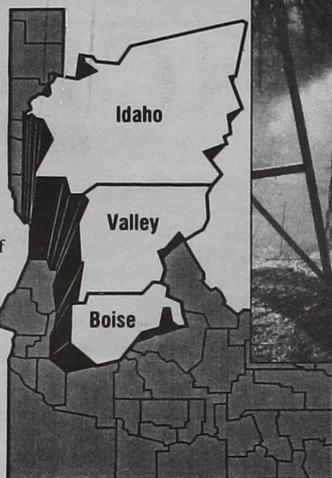


Photo by Beverly A. Schlotterbeck
A fire fighter sprays flame retardant on trees at the Ore-Ida Council of Boy Scouts Camp near the confluence of the main Salmon River and French Creek in Valley Courts, Idaho.



agency Disaster Coordinator Bill Schwartz and U.S. Forest Service Officer Hal Gibbs, had gathered to brief me about the now nearly five-week-old fires raging in their backyard.

But as the group settled in a large circle in the commissioners' public meeting room, the first comments were directed toward Hal Gibbs from the Forest Service, and they were about salvage sales.

If harvested within a year or so after a major forest fire, the burned trees, or "salvage," as they are called, can still be used and sold. For counties like Boise, the 25 percent payment they receive from the Forest Service's salvage sales to finance their roads and schools have kept them afloat in an era of declining "green sales." Salvage sales also mean that sawmills can get wood and people have jobs.

In the past, no one challenged the Forest Service's sale of salvage timber after major incidents. A major forest fire in the Boise National Forest in 1992, the Foothills Fire, saw timber receipts to the county jump from nearly \$360,000 in FY92 to \$1.5 million in FY93 and \$1.9 million this year. Timber receipt revenue over the five years prior to 1992 had averaged approximately \$194,000 per year.

Salvage sales could face challenge

The major state newspaper, the *Idaho Statesman*, had reported that conservation and environmental groups intended to challenge the expected Forest Service salvage sales this time and the Boise County officials wanted to learn where the Service stood and what it knew.

Bottom line, at least for the Boise National Forest, is to maintain its "aggressive" posture toward salvage sales, Gibbs said, meaning that the Boise would probably hold salvage sales, just as it did after the Foothills Fire.

Here in the Boise County Courthouse, his assurances are well taken. But in other quarters, this is not a popular posture. Neither is the position taken by Gibbs' boss, Boise National Forest Supervisor Steve

The so-called Idaho City Complex of fires had already destroyed 15 percent of the forest's timber resources. And there was no end in sight.

Idaho City Complex base camp, Wayne Eddy, complained that he was short-staffed. "We're only running at 30 percent of what we need. We have 1,600 [firefighters]. There are usually 5,000 required for an incident of this size."

His fighters were defending 25 miles of line — areas cleared of fire-flashing undergrowth and trees — six to eight bulldozer blades wide, as they're measured in these parts. The command force which the Forest Service brings to fight these fires, even if at 30 percent capacity, is impressive. Altogether, there are 69 fire engines, 27 bulldozers, 13 helicopters, 91 "hand crews" and four air tankers arrayed against the flames here in the Boise.

The camp had been at Idaho City since July 31. And if "the fires burn much longer," Commander Eddy remarked to the elected officials, "we'll be able to vote for you."

At the county level, law enforcement and emergency management services figure the most prominently during forest fires. A county's emergency management coordinator arranges for evacuation sites, while sheriff's deputies stand ready to assist with traffic control or evacuations.

But the primary logistical and operating forces are commanded by the Forest Service. It is clearly the biggest bear in the forest.

Forest fire behavior

But as interesting as the technology and organization of fighting a forest fire might be, it's the fire itself that holds the most fascination.

A really hot fire can sterilize the ground and nothing will grow. One third of the area burned in the Idaho City Complex was "cooked" that intensely.

A forest fire creates its own weather system. Vicious winds propel fire uphill with stunning speed. A report in the *Idaho Statesman* on Aug. 30, described the force fire-generated winds can take. "Wind produced by the fire [in the Payette National Forest] was so strong — estimated at 100 m.p.h. — that it pulled trees out of the ground 300 feet in front of the advancing blaze."

Fires race far faster uphill than down. Very often during our trip through the Boise National Forest, as we wound round ridge after ridge, my Boise County companions would remark, "Boy, the fire really raced up that hill." All I saw, at first, were trees with some bare limbs and vaguely darkened trunks. But that was exactly the case, they pointed out to me. The fire had moved so fast that there was not enough time for it to consume every bit of available combustible material.

Fire's impact measured most after the blaze

These half-burned trees, as well as the totally scorched ones, lie at the root of the impact of forest fires on county government in timber-dependent economies.

At the Boise County Courthouse in Idaho City, only a few blocks from the Forest Service base camp, Commissioners Jan Donley, Margaret Drake and John Dyer, along with Kolar, Reed Sheriff Mike Butler,

— we had been given canary yellow Nomex™ shirts — fire-resistant up to 400 degrees — to wear on our tour. We had also seen sophisticated National Weather Service computers measuring winds 35,000 feet above, and learned of a foreboding "weather event" expected within the next 48 hours. (As it turned out, the "weather event" was a front expected to move in over Seattle, and bring with it winds welcome to urban areas sick of smoke, but dangerous to the fighters in the forests.)

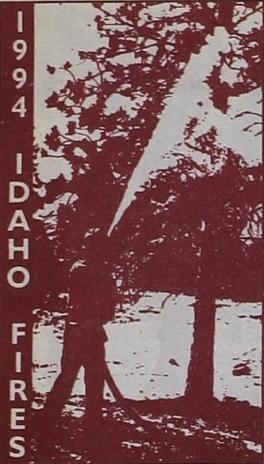
Proud of the logistical planning that could set up a base camp to house hundreds of personnel within 12 hours notice, our Forest Service guides made certain we saw the dining tent, complete with salad bar; the administrative "building," where, among other tasks, the payroll was prepared and distributed; the showers; the camp store; the first aid station, staffed by local EMTs; and the sleeping quarters where firefighters pulling 12-hour shifts on 14 to 21-day rotations came to rest.

The "incident commander" at the



Photo by Beverly A. Schlotterbeck
(l-r) Valley County (Idaho) Commissioner Francis Wallace and Tom Olson discuss progress of fires in the Payette National Forest.

Continued on page 6



Continued from page 5

Mealy, who supports thinning of the forests to promote forest health and prevent wildfires.

A full-page newspaper ad, placed in the *Idaho Statesman* by a group calling itself the Alliance for the Wild Rockies, blazed the message: "Stop the Butchers of the Boise!" The ad went on to claim that Mealy and the Forest Service were using the forest fires as an excuse "to scare the public into allowing massive new logging operations on public forest lands." The alliance called their stance "voodoo forestry."

The public relations firestorm raging about the forest fires had not escaped the commissioners' attention. John Dyer handed me a copy of the ad, muttering only, "Look at this."

Over the past seven years, 400,000 of the Boise's one million acres have burned, Gibbs said. "There are just too many trees for the amount of moisture out here. Worst-case scenario, in 30 years, we could have no trees left." That's why he and his

colleagues want to thin the forest.

They'll get no argument from the Boise County officials who readily admit, that in the short term, fires of this magnitude are good for the county budget. But at a cost.

"What's so scary," Jan Donley said, "is that sustained income is lost. We're hitting the jackpot today, but we'll be going bust tomorrow."

Even if it means more salvageable timber and better budgets, no one here in the Boise County Courthouse wants to see the fires burn out of control until the first snow. Nor do they want the forest cut clear.

But most of all, they want people to understand that they are not greedy butchers of the forest. "You see, people say we're just in it for the money, or we want to make money for the county. That's not the case. We're several generations of loggers, here. We want to leave it like we found it," Commissioner Donley tells me as the meeting breaks up.

Much the same story is repeated at the next day's meeting with Valley County Commissioners Tom Olson and Francis Wallace, and Clerk Tom Heinrich.

Valley County, the next county north of Boise, is home to the Payette National Forest, which is also burning. The county's dozen or so sheriff's road and river deputies, like Boise's, have been kept busy assisting the National Guard with road closures and patrols along the Payette and Salmon rivers. They've also helped with evacuations.

Like most fires across the West, lightning ignited the Blackwell and Corral incidents in the Payette, which have been burning since Aug. 2. At times, the Blackwell fire threatened the entire eastside of the Payette, home to the popular tourist town of McCall and \$8 million worth of homes along the Payette lakefront.

Pam Gardner, fire information officer for the McCall Ranger Station, described the professionalism of the Valley County Sheriff's Office during the threat as "really impressive," and singled out Sheriff Louie Pratt for his efforts in managing the fear of the McCall residents. "He has a presence that just really calms you," Gardner said.

With 93 percent of Valley County's 3,733 square miles in public lands, the loss of any structures, worth \$8 million or \$8, is a blow. To date, the county has lost four or five cabins and several outbuildings from the tax rolls.

Of more imme-

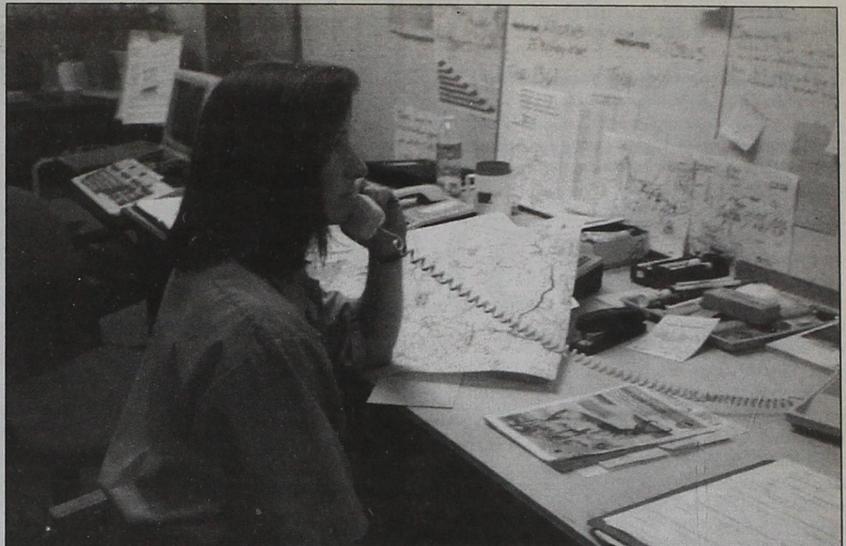


Photo by Beverly A. Schlotterbeck
Linda Wagoner, a marine life biologist with the Idaho Department of Fish and Game, pulls new duty at the McCall Ranger Station answering calls from the public about the fires in the Payette National Forest.

diate concern, however, is the hunting season which has just begun.

Both commissioners fear that with 700,000 to 800,000 acres closed in their county because of forest fire danger, the number of hunters will significantly decline, and so too will revenues to local outfitters and other businesses.

But it's also the case that local merchants can make a lot of money catering to the needs of the firefighters. During lunch at a restaurant overlooking the Cascade Reservoir, they explain that their third colleague — Commissioner Bonnie Allen — was unable to join us because she was too busy at the restaurant she owned, which had been jammed with patrons, mostly fire fighting-related personnel, since early morning.

Late that day in Valley County, I came to my forest fire. It was the backside of the Corral Fire that was threatening to jump the Salmon River and set the adjoining Nez Perz National Forest ablaze.

The crew from a "spike camp"

(smaller versions of the base camps closer to the actual fires) was preparing to ignite a back burn, up the ridge, to deprive the advancing Corral fire of fuel.

We were at a Boy Scout camp, near the mouth of the French Creek. Crews were busy spraying down the few structures and trees at the camp site with a flame-retardant liquid that looked and felt and even smelled like shampoo. They had cleared a foot-or-so-wide path around the base of the ridge where they would put their fuel lines to start the back burn.

Already the fire had begun creeping down the ridge and small patches of flame flashed through the smoke. It was 7 p.m. They would wait until dark to ignite the back burn.

As I watched them work, I noticed a wooden sign at the edge of the compound. It identified the owners of the camp as the Ore-Ida Council of Boy Scouts and the camp name, which at the moment seemed to capture the scene better than I could express.

It read, "High Adventure Base."

Epilogue

The fires are still burning in the Boise and Payette national forests. As of Aug. 31, 138,000 acres had burned in the Boise National Forest. As of Sept. 21, an additional 68,475 acres had been added, for a total of 207,165 acres.

In the Payette, 228,723 had burned by the end of August. The total now has risen to 293,887 acres.

Across the West, in Oregon, Washington, California and Idaho, 1.8 million acres of forests and grasslands have burned this season ... so far.

Forest Service officials say it's too early to know whether timber salvage sales will be challenged. But they are planning to go ahead with them once the fires cool.

(Special thanks to Boise County (Idaho) Clerk Arlene Kolar, Valley County (Idaho) Clerk Lee Heinrich and Idaho County (Idaho) Commissioner George Enneking for their help in developing this story.)

Commentary

Forest Service on right track

By Jeff Arnold
associate legislative director

While salvage sales have been touted as an important source of timber for Idaho's mills, it is not the panacea for everyone. There is a strong constituency throughout the West that would prefer burned timber to remain in the forest to provide the basic nurturing underpinning of a new forest.

However, there is a growing understanding of the importance of maintaining a healthy forest through the use of appropriate management techniques such as prescribed fire, brushing and thin-

ning. This, of course, would include salvage sales under carefully managed conditions after a fire.

The concept is one of reducing fuel-loading on the ground to allow for smaller, less intense fires than those Idaho has suffered through this summer. Jack Ward Thomas, head of the Forest Service, in recent testimony before a U.S. Senate committee, said plainly, "The question is not whether these areas will burn, but only a question of when."

NACo recognized this important new management approach, and cosponsored a recent "Forest Health in Inland Forests" Conference in Spokane, Wash. Federal,

state and local foresters, along with academics from regional colleges and universities, and county officials, expressed their understanding and acceptance of the need to move to this new management approach.

Hopefully, the forests of Idaho and the others devastated by fire this season will not suffer this type of destruction again in the near future. We can prevent this from happening elsewhere with the use of proper forest health techniques. Jobs can be created for timber workers with these new management efforts and the timber-related economies of our forested states can be maintained.

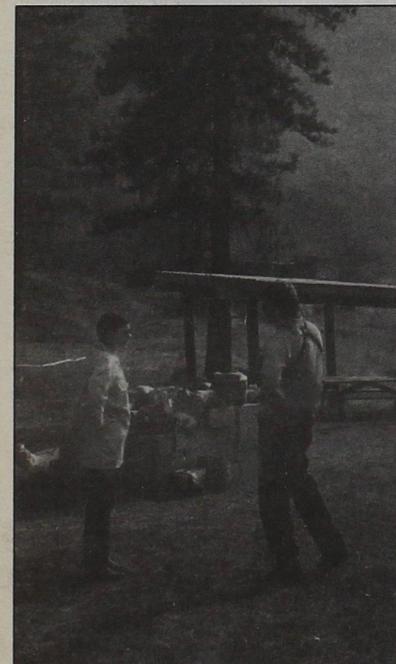


Photo by Beverly A. Schlotterbeck
(l-r) County News Editor Bev Schlotterbeck talks with the fire crew chief at Ore-Ida Council of Boy Scouts Camp in the Payette National Forest.

Healthy forests critical for reducing fire danger

By Tom Mainwaring
Forest Service liaison to NACo

Noel Williams, Western Interstate Region president and county commissioner, Lincoln County, Mont.; George Enneking, county commissioner, Idaho County, Idaho; Arlene Kolar, county clerk, Boise County, Idaho; John Howard, county commissioner, Union County, Ore.; and other elected county officials were among the 300 attendees that recently met at the Forest Health and Fire Danger in Inland Western Forests Conference in Spokane, Wash. NACo and 17 other organizations cosponsored the conference.

Speakers over a two-day period addressed forest conditions in the inland West and explored the implications of those conditions for future forest health — especially the risks of catastrophic wildfires. Options for improving forest health, enhancing environmental quality, helping local economies and reducing wildfire risk were discussed.

Williams said the conference was very timely since more than three million acres of forest land has burned this summer. With more than 10 million acres of forest showing serious stress in the West, wildfire is an enormous concern everywhere.

Williams indicated that West-

ern forests have changed over the last four or five decades because of fire-suppression activities. Wildfire at frequent intervals can keep the forests healthy and clear of heavy fuel-loading levels. However, successful fire suppression activities have allowed many forests to become overcrowded, more susceptible to disease, insect attack and catastrophic fire. Species composition also has changed. Open pine forests have been replaced with thick fir and Douglas fir forests.

Representative Larry LaRocco (D-Idaho) spoke on the need for Congress to act on his introduced legislation that addresses the Western forest health issue. He

said forests need to be managed better in order to reduce high fuel levels and to make the forests healthy again. He said treatment, such as prescribed burning, thinning and some timber sales, were very appropriate and fit within the concept framework of ecosystem management.

Three major themes emerged at the conference:

- Current science clearly indicates the need for immediate, aggressive treatment of forests for their health.
- Treatment can include some timber sales that will help local communities with industries dependent on resources from forests.
- The American public gener-



ally does not understand the cause of the unhealthy condition of the Western forests and the need for treatment, including timber sales.

Flow control bill fights for floor time as session fades

By Diane S. Shea
associate legislative director

With only a few weeks remaining in Congress to enact legislation this year, the chances for a flow control bill are dependent upon the House and Senate leadership scheduling floor time for debate.

In the Senate, Senator Frank Lautenberg (D-N.J.) has made revisions to his bill, S. 2227, that are

agreeable to NACo and the local government coalition supporting flow control. Sen. Lautenberg needs support from other senators to convince Senate Majority Leader George Mitchell (D-Maine) and Senate Minority Leader Robert Dole (R-Kan.) to bring S. 2227 to the floor.

The most promising scenario for passage is to attach S. 2227 to the interstate waste bill that is waiting for action on the Senate floor. Opponents of flow control will be at-

tempting to find individual senators to threaten to filibuster an interstate/flow control bill, so county officials need to urge their senators to ask Mitchell and Dole for a vote as quickly as possible.

In the House, H.R. 4683, sponsored by Representatives Frank Pallone (D-N.J.), Alex McMillan (R-N.C.) and Blanche Lambert (D-Ark.), which passed the Energy and Commerce Committee in late August, is being held up while other

legislation takes precedence. A vigorous lobbying effort is needed by county officials to ask their representatives to convince House Speaker Tom Foley (D-Wash.) to move the bill to the floor for a vote as quickly as possible.

Representative Bill Richardson (D-N.M.), who lost his bid to get the committee to pass a very narrow flow control bill, has vowed to fight NACo and the rest of the local government coalition on the House floor

by offering his bill in the form of an amendment as a complete substitute to H.R. 4683.

Spurred on by the national waste companies, which oppose flow control, he is forcefully seeking support for his action among members of Congress who know very little about counties and solid waste management. All representatives need to be contacted immediately to urge their active and vocal endorsement of H.R. 4683.

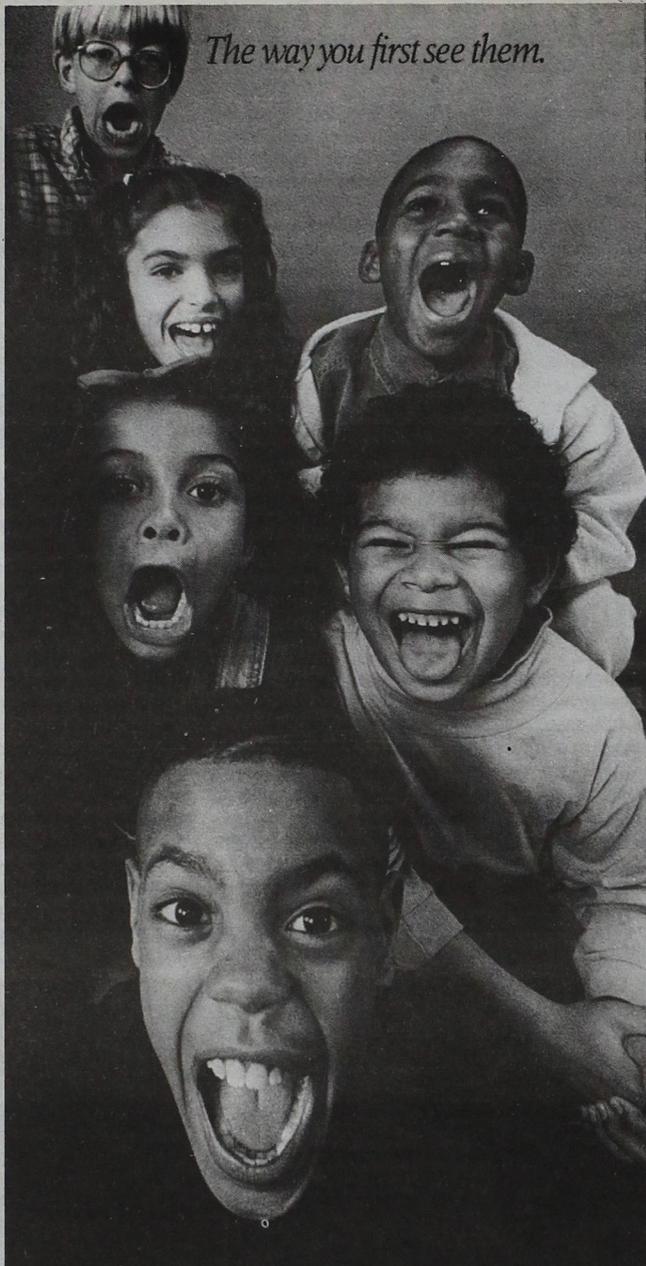
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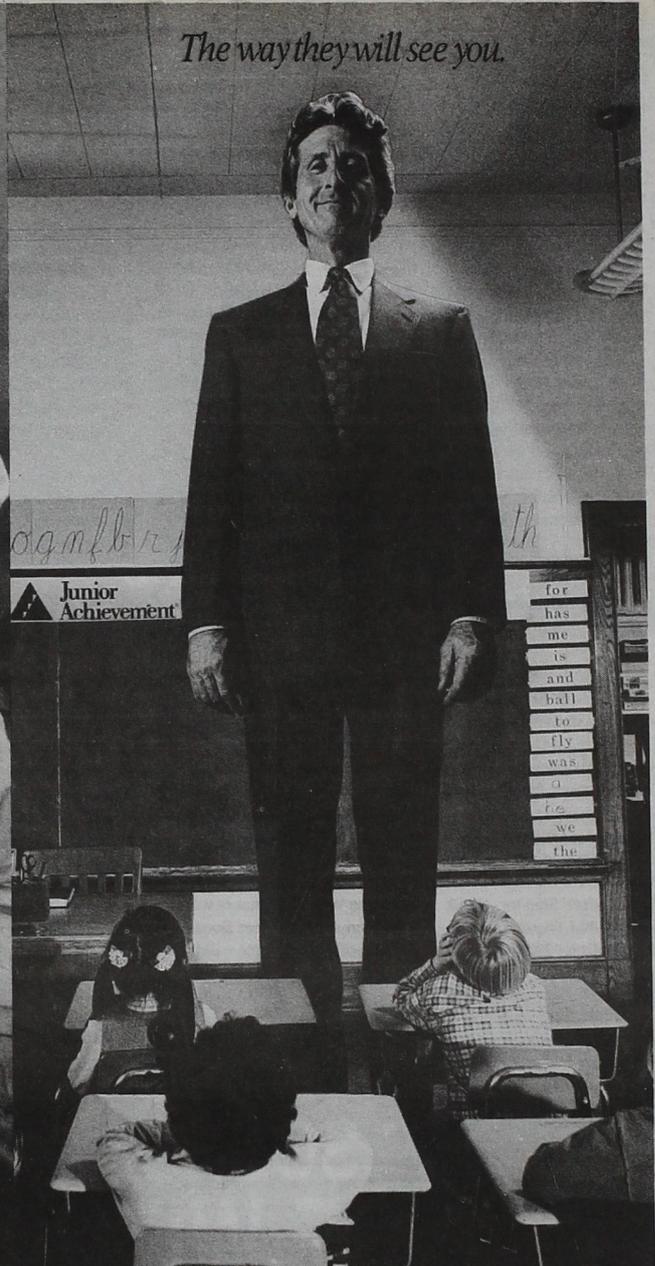
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Research spots emerging county trends

By Sharon Lawrence
research director

(The following is an excerpt from a presentation to the Advanced County Government Conference of the Texas Association of Counties, Aug. 24.)

Your choice of "change" as the theme for this conference of county officials is an appropriate one. This theme echoes the sentiments expressed by Professor David Berman and his colleagues, who titled their recent book, *County Governments in an Era of Change*.

From my viewpoint as research director for the National Association of Counties, I certainly believe that the winds of change have enveloped county government. A simple look at recent alterations in county government structure demonstrates that fact.

In some instances, the wind is a slow, steady breeze. That best describes the movement toward a county executive form of government. Our latest research identifies 373 counties with elected executives, an increase of six from 1988.

In other instances, the wind appears to be of near gale proportions. That is the case with the acceleration toward professional administration of counties. Rarely does a week go by when I do not learn of another county that has appointed its first county administrator or coordinator. Seminole County, Ga. and Klickitat County, Wash. are just two of the counties recently taking such a step.

As noteworthy as these alterations in governing structure may be, I think the changes most interesting — and perhaps most profound — may be those affecting the ways counties deliver services.

The transformation in service delivery is taking hold throughout county government, from the smallest counties, like Summit County, Colo., to the largest, Los Angeles County, Calif.

Submissions to this year's Achievement Award Program illustrate the innovative approaches counties are employing to meet the public's needs. The trends seem to fall into six categories.

First, counties are placing a new emphasis on customer service. Reinventing government gurus, Osborne and Gaebler, no doubt, are pleased to see this shift, which, it seems, is running on three parallel tracks. Not only is the regulated community a prime beneficiary (see "Building Standards Mobile Data Terminal System," in sidebar accompanying this article.), so too is the general citizenry through enhanced access to information about county government programs (see "Call on City Hall") and to elected officials (see "DeKalb Connections").

Second, an entrepreneurial spirit seems to be sweeping county governments. Los Angeles County, for example, is leaving no stone unturned

in its efforts to raise funds from non-traditional sources (see "Marketing of Court File Documents" and "TDI Lifeguard Tower Sponsorship Agreement").

Third, intergovernmental cooperation is another trend I see affecting service delivery. Although certainly not a new phenomenon, intergovernmental cooperation now seems to be expanding substantially in scope. The hottest trend — one clearly demonstrated by the volume of information requests received by the research department on this topic — is functional consolidation (see "Kearney-Buffalo County Law Enforcement Center").

Of particular noteworthiness is the fact that cooperation is not stopping at state lines (see "Cooperative Sharing of a Case Management System"), nor is it dependent on both parties receiving equal benefit from the relationship. As Westchester County's (N.Y.) "STARNET" Program demonstrates, some of these instances of intergovernmental cooperation might best be described as mentoring relationships.

Fourth, public-private partnerships now seem to be an integral part of the county government service delivery arsenal. Although partnerships for economic development have been commonplace, counties now are partners with the private sector in an ever-broadening set of areas.

Increasingly, they are entering joint ventures with the business community (see "GIS Public Forum Group") and with private, non-profit organizations, especially for social service delivery (see "Las Colinas Women's Detention Facility Sexually Transmitted Disease Clinic").

Few will be surprised to learn that application of technology to government operations is the fifth trend I would identify. Indeed, technology is transforming the way county governments deliver services by increasing the volume, quality, speed and complexity of the work that may be performed (see "Case Processing of the Future Today"). Furthermore, it is giving citizenry new, easy access to information (see "Call on City Hall" and "Crime Bytes Electronic Bulletin Board"), and it is enhancing the decision-making capability of county government officials (see "Emergency Management GIS"). Finally, technology is helping reduce the cost of government (see "Video Arraignment Program").

Sixth, and perhaps most surprising to me, is the trend toward utilization of volunteers. As I reviewed this year's Achievement Award applications, not only was I impressed by the volume of programs involving volunteers in delivery of services to county residents, but I was amazed by the breadth of their involvement.

Volunteers are not simply "adopting a road," but now are play-

Achievement Award Trendsetters

(NACo Achievement Award winners reflect well the trends moving through county governments as outlined by NACo Research Director Sharon Lawrence. Following are examples of trend-setting county programs mentioned in her article.)

Building Standards Mobile Data Terminal System Mecklenburg, N.C. (pop. 511,433)

The mobile data terminal system uses an existing public safety radio network to provide up-to-the-minute information regarding building permits and inspections to field inspectors, contractors and building standard customers. By installing 800 megahertz terminals in each inspector's vehicle, the system gives inspectors on-line access to the inspection data base. Moreover, it also enables inspectors to enter data into the county mainframe computer at the time of inspection. In turn, that information becomes immediately available to the public, eliminating a previous 24-hour delay in the public availability of this data.

Call on City Hall Honolulu, Hawaii (pop. 836,231)

Touch-screen interactive computer kiosks in shopping malls on the island of Oahu provide information to the public on all of Honolulu's 28 departments and agencies. The kiosks employ full-motion video, audio and text to convey information to users, who also may obtain a printout of the information they have requested. The 15 most frequently asked questions for each department and agency are preloaded into the computer to enhance customer service.

DeKalb Connections DeKalb, Ga. (pop. 545,837)

"DeKalb Connections" is a citizen-to-government electronic mail (E-mail) system that enables county residents to use public access terminals at county libraries to send E-mail messages to the county's chief executive officer and the board of commissioners. During the first seven months the system was in place, approximately 1,000 messages were sent to county officials, who responded by telephone or mail.

Marketing of Court File Documents Los Angeles, Calif. (pop. 8,863,164)

In 1993, the county entered

into a public-private partnership for the electronic storage, retrieval and marketing of court documents. Using imaging technology, the private sector partner scans designated documents into an electronic data base. On-line access to that data is available on subscription; documents also may be ordered by phone, using a toll-free number. During the first 18 months of operation, the county earned over \$600,000 from this venture.

TDI Lifeguard Tower Sponsorship Agreement Los Angeles, Calif. (pop. 8,863,164)

To help support programs of the Department of Beaches and Harbors, the county sold advertising on lifeguard towers. If the program continues for 10 years, officials anticipate it will generate at least \$2.2 million for recreation activities.

Kearney-Buffalo County Law Enforcement Center Buffalo, Neb. (pop. 37,447)

Plagued by crowded, inefficient office space for many years, the Kearney Police Department and the Buffalo County Sheriff's Office decided to solve their individual problems by relocating both law enforcement agencies in one shared facility. Not only do the departments share physical space, they also share all support services and computer technology. Where possible, entire functions are contracted to one agency or the other. As a result of this effort, the flow of information and cooperation between the departments has improved measurably.

Cooperative Sharing of a Case Management System Dakota, Minn. (pop. 275,227)

Given limited resources to purchase or create the software necessary to automate case management, the county sought to find a compatible system in another county that it could purchase. They found that match in Pima County, Ariz., where the county attorney's office had written software to track criminal cases. For the cost of the transfer and any technical services provided, Pima County officials gave this program to Dakota County. After modifications, the system has been used effectively by the county.

STARNET Westchester, N.Y. (pop. 874,866)

Recognizing that the county's substantial investment in information technology could be of value to the county's municipal governments, Westchester County de-

veloped the STARNET (Shared Technology and Resources Network) Program. The major services/technologies available to municipalities are image management systems, geographic information systems, computer-aided design, and electronic printing/publishing. Participating municipalities are billed just as a county department would be for use of information services, with only a small overhead fee added.

GIS Public Forum Group Summit, Colo. (pop. 12,881)

The county's data processing department was the lead agency for this public-private partnership, organized to obtain funding for the establishment of a county geographic information system. Several towns joined with the county and private businesses (e.g., U.S. West) to plan the project and establish fair divisions of the cost. By pooling their resources, the participants not only avoided duplication and reduced costs, but also improved the accuracy of the final product.

Las Colinas Women's Detention Facility Sexually Transmitted Disease (STD) Clinic San Diego, Calif. (pop. 2,498,016)

A joint effort between the STD Program, the sheriff's medical services staff and Planned Parenthood, the program provides STD-related services to detained women. Patients are tested and referred, as necessary, to community-based facilities for ongoing medical treatment upon release. The program maintains responsibility for general oversight and technical assistance in developing policies, procedures and protocols; the sheriff's staff provides the facility and security; and Planned Parenthood supplies many of the direct services.

Case Processing of the Future Today San Diego, Calif. (pop. 2,498,016)

Faced with the task of coordinating 3,000 breast implant cases, involving approximately 70-80 defendants, the Superior Court developed a comprehensive civil case management system. Utilizing document imaging, CD-ROM optical storage, a unique computerized indexing system, an electronic bulletin

See TRENDS, page 11

Blockbuster wins own quasi-government in Florida

By Jill Conley
staff writer

Blockbuster Entertainment Corporation President Wayne Huizenga has won approval from three Florida governments — Dade and Broward counties and the City of Miramar — to form a multijurisdictional tourism, sports and special entertainment district that some are calling "Florida's 68th county." Others refer to as "Wayne's World."

The company plans to build a mega-sports and entertainment complex that would straddle the Broward and Dade county line on approximately 2,500 contiguous acres, and feature: a 20,000-seat multipurpose arena to house the National Hockey League's Florida Panthers; a 45,000-50,000-seat stadium with a retractable roof to serve as the home of baseball's Florida Marlins; an entertainment village featuring a variety of restaurants, state-of-the-art virtual reality entertainment facilities, a Florida Panthers training center ice rink, a roller rink, a sports museum, a motion picture theater with 15-20 screens, dinner theaters, a hotel, retail shops, and television and radio broadcast facilities; studio facilities for motion picture and television production and music recording; a 36-hole,

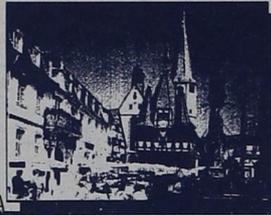
daily fee championship golfcourse; public community parks; a theme park; a water park; and a marine stadium.

To facilitate this massive undertaking, the company will create its own special-purpose government that will hold powers historically limited to elected governments.

The agreement, which Dade County Commission Chairman Arthur Teele likened to "tinkering with the edges of democracy," gives Blockbuster imminent domain and annexation powers within the park's boundaries and the responsibilities that come along with them, such as providing police, fire, solid waste management and cable services.

The quasi-government will also be able to levy its own sales tax, issue tax-exempt bonds, condemn and annex property, and apply for federal grants.

A five-member board of supervisors elected by landowners will make all of these decisions.



Of course there will be only one landowner — Blockbuster.

Blockbuster currently owns 1,800 acres of the site chosen for the proposed park. Sixteen-hundred of those acres lie in Broward County and have already been permitted for the development of 4,000 residences and more than two million square feet of commercial space. One hundred ninety acres have been acquired in Dade County. The company has tentative agreements to acquire an additional 1,000 acres.

Preliminary findings of an economic impact study indicate that within 10 years, the Blockbuster project will generate a gross economic impact of 20,000 full-time equivalent jobs and an approximate annual tax revenue of \$75 million to local government and \$63 million to the state of Florida. Of course, doubters predict only a fraction of those revenues.

Blockbuster says it needs one

government — its own — because having to secure permission from three public bodies would make it difficult "to get anything done."

The agreement has many observers wondering if such privatization of government could become a national trend as financially strapped local governments continue to seek out new economic development tools. But Steve Alexander, assistant to the Broward County administrator, says this type of arrangement is simply too big and too costly to happen with any kind of regularity.

He also points out that the Blockbuster deal "is not a runaway train." "The legislation has put real good limits on the district," he says. "For example, the park will have to meet all local, state and federal environmental regulations." The only major opposition to the agreement came from environmental groups concerned with protecting the Everglades.

The concept of transferring public powers and responsibilities to the private sector isn't entirely new, nor is the controversy surrounding it. Disney World has its own district. And while its powers were much more limited than what Blockbuster has se-

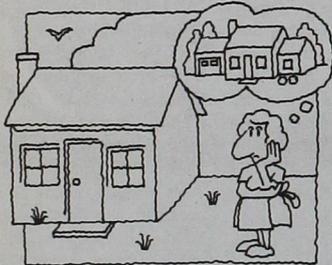
cured, they have been significantly expanded since the park was built in the 1960s.

The Walt Disney Company now has plans to build a new theme park, "Disney's America," in Prince William County, Va., but the county planning commission has said that it would vote against the project unless the company pledges not to secede from the county and become an independent jurisdiction, because it would result in millions of dollars in tax revenue loss to the county.

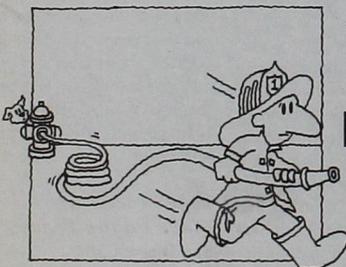
Thus far, Disney has said that it has no intention of seeking special district status in Virginia, but that it could not promise it wouldn't be necessary in the future.

The Disney project includes plans for a 3,000-acre history theme park, 2,280 houses, 1,340 hotel rooms, and 1.9 million square feet of office and shopping space to be built near Civil War battlefields about an hour south of Washington, D.C.

The project is being met by vehement opposition from environmentalists, historians and landowners who are screaming "Not in my backyard!" And after months of negotiation, its fate remains uncertain. The Prince William County Board of Supervisor's will vote on the proposal at the end of October.



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GOVERNMENT from page 9

ing key roles in the delivery of services, which I, for one, would have thought would be reserved strictly for professionals. The scope of their involvement in county government activities has stretched to police work (see "Telephone Reporting Unit") and probation (see "Associate Probation Officer Program").

An excellent example of how these trends are influencing the shape of government in one county may be found in Washington County, Minn. (pop. 145,896).

In 1991, the board of commissioners established a Cost-Effective Operations Commission to explore ways to serve the public more efficiently. Its charge was to recommend business techniques that the county could employ to save money. Specifically, the commission was asked to review:

- services shared with other counties
- duplication of services between governmental agencies
- interagency interactions
- alternative delivery systems, such as contract services, and
- use of volunteers.

Guided by a five-member steering committee, composed of top managers from local business, the commission established six subcommittees (i.e., Human Services; Physical Development; Land Use and Environment; Judiciary and

Law Enforcement; Finance, Taxation and Support Services; and Affiliated Agencies) which met approximately 10 times over a six-month period. These subcommittees, composed of approximately 10 members, developed recommendations to address both short-term issues and also more difficult, long-range problems.

Recommendations formulated by the commission, which were submitted to the county board for action, focused on the following areas:

- total quality management
- measurable standards
- short-term investment for long-term gain
- creative relationships with vendors, and
- use of technology and long-range planning.

As you can see from the Washington County program, government officials, as well as members of the private sector, believe that many of the new approaches to service delivery that I identified (e.g., enhanced customer service, intergovernmental cooperation, application of technology and use of volunteers) are keys to a cost-effective, efficient government.

Application of these concepts to county government operations, therefore, is likely to accelerate over the coming months and years.

TRENDS from page 9

board and other technologies, the court has reduced substantially the time from case assignment to first trial.

Crime Bytes Electronic Bulletin Board

Dade, Fla. (pop. 1,937,094)

Crime fighting has taken to the information superhighway through this bulletin board, which allows county residents to send messages, post notices and exchange information about crime prevention, neighborhood crime watches and substance abuse education, among other topics.

Emergency Management GIS

Clark, Nev. (pop. 741,459)

In cooperation with other governmental agencies, the county developed a comprehensive regional Emergency Management Geographic Information System (EMGIS). Designed primarily to assist during the response and recovery phases of an emergency, the system also has been used in hazard identification, thereby helping to position response teams and equipment more effectively. A GIS emergency response team also is being organized. It will go to an emergency operations center

during a disaster to run the program, obtain needed data, and coordinate service delivery.

Video Arraignment Program

Gulfport, N.C. (pop. 347,420)

Employing audio, visual, recording, document and facsimile capabilities, this interactive video arraignment system allows the county to conduct initial court appearances and arraignments of defendants without moving them from the county jail. When fully operational, the system could reduce the transportation of inmates to court appearances by an estimated 66 percent.

Telephone Reporting Unit

Harford, Md. (pop. 182,132)

To improve law enforcement effectiveness without hiring additional personnel, Harford County established the Telephone Reporting Unit (TRU), an innovative and proactive approach to community policing. The TRU uses trained volunteers to write police reports and respond to calls where the offender is unknown and no longer on the scene, and/or where lost, stolen or damaged property is valued at less than \$1,000. This permits the agency to concentrate manpower and resources on major crimes and the

apprehension of criminals.

Associate Probation Officer Program

San Bernardino, Calif. (pop. 1,418,380)

Well educated, highly motivated individuals are recruited to perform most of the duties of a probation officer. Each volunteer is given at least 40 hours of training before being deputized and assigned any responsibilities. Working in close cooperation with probation officers and institutional staff, the volunteers assist with investigating violations of the law by probationers, supervising individuals on probation, enforcing court orders, and implementing programs designed to reduce crime and protect the rights of victims.

All participants must donate a minimum of 20 hours per month to the county for at least one year. As of February 1994, more than 130 individuals had completed the training and donated approximately 28,000 hours of service to the county.

(For more information about these Achievement Award programs, or others, call the NACo Research Department, 202/942-4285, -4226, -4227 or -4246.)

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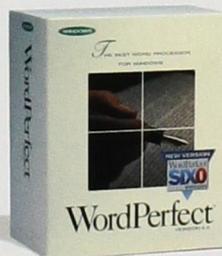
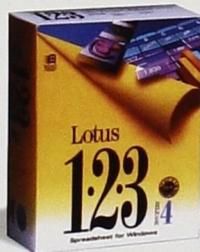
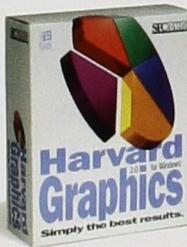
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Electronic bulletin boards take a "byte" out of crime

By Susan D. Grubb
staff writer

Why are red cars stopped by police officers more often than others? Can I carry a firearm? Why wasn't O.J. Simpson pulled off the road during his flight from Los Angeles police officers?

These are some of the questions Sgt. Ron Dignazio of the Metro-Dade County (Fla.) Police Department tries to answer when he logs onto the department's Crime Bytes Electronic Bulletin Board System.

"The average citizen has a lot of misconceptions about what police officers do," said Dignazio, who each week engages in the computerized forum called "Askacop" on his home computer. "[The BBS] gives a person a chance to talk to a number of police officers and get a variety of answers in a non-threatening manner."

Electronic bulletin board systems (BBS) — a means for computers to communicate with one another by modems and telephones — are becoming an increasingly popular way for law enforcement officials to interact with the public and each other.

As well as helping dispel myths about police officers, the BBS serves as an effective crime prevention tool by educating the public about crime in their community, and by allowing law enforcement officials to share information among themselves.

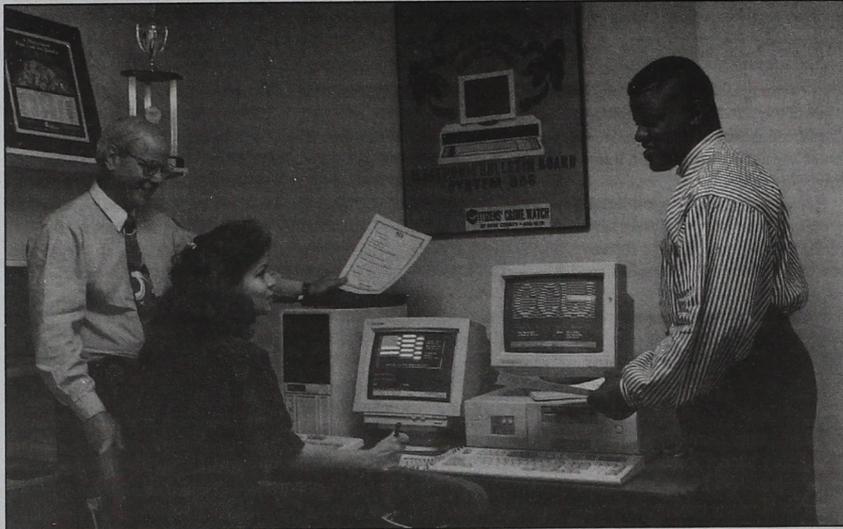
Metro-Dade County, Fla.

Lt. Gerald A. Rudoff, a 24-year veteran of the Metro-Dade police force, and Crime Bytes systems operator (SYSOP), helped create the BBS back in 1987.

Rudoff believes community watch groups established in the '70s were a good idea, but he wanted to make it more interesting by combining telecommunications with community watch. "We wanted to give citizens an independent community communications network," he said. "In order for a program to be community-based, they need to feel it's theirs."

A 1994 NACo Achievement Award winner, Metro-Dade's BBS has many features, including:

- electronic mail, which enables users to send messages to other users
- messaging boards for news items and strategic crime information, which allows users to post information to be read by all, and
- forums and informational exchanges, a kind of electronic conversation between several users, such as "Askacop," which take



Martha Robles, secretary, Citizens Crime Watch (seated), updates some of the files on Metro-Dade County's (Fla.) Crime Bytes Electronic Bulletin Board System, as Lt. Gerald A. Rudoff, Metro-Dade Police Department (l), and Daniel Aiken, field coordinator, Citizens Crime Watch, observe.

place both locally and nationally.

Area youths can also access the system on computers in the schools, he said. Students can participate in sections like "Youth Crime Watch International," allowing Youth Crime Watch members to communicate with kids in other chapters; "Drug Abuse Resistance Education (DARE)" for discussions on drugs; and "Mentor On-Line," where adults can form an electronic mentoring relationship with students.

Crime Bytes is officially sponsored by Citizens Crime Watch (CCW) of Dade County, a citizen-based volunteer organization that oversees neighborhood watch programs throughout the county, but the project is maintained by Metro-Dade Police Department personnel. Rudoff spends about two to three hours per day of his own time maintaining the BBS by verifying users, updating programs and answering mail.

The cost of installing and maintaining the BBS was approximately \$5,000 for the purchase of computer equipment and modem, and \$20 per month to support one telephone line.

Presently, Crime Bytes has about 1,000 members in its user base with usership increasing daily by about five to eight users.

County officials are encouraged by how effective the BBS has served as a prevention tool.

This system "has led to better crime watch programs and efforts," said Dade County Manager Joaquin G. Avino. "By educating the citizenry about crime in the community, our police department has gained an educated and knowledgeable partner in its eradication."

"A person who knows is a person who's going to minimize the

negative aspects of their life," added Rudoff. "You minimize the potential of being a victim."

Charleston County, S.C.

The Charleston County Sheriff's BBS came on line last February. There are about 800 members, according to Deputy Tim Crawford, the SYSOP, who says it receives five to six new callers a day.

Through the system, the public can copy information for printing on various topics, such as the rights of a juror or a complete text of the federal crime bill. Crawford hopes to get information on South Carolina state laws on-line soon.

"Crime Watch," a messaging board where anyone can leave anonymous tips, has been very valuable, Crawford said, resulting in one arrest so far.

The "Sheriff's Desk," another messaging board which allows the public to write to Sheriff Al Cannon, Jr. electronically, is another feature.

Cannon uses the platform to clear up misconceptions the public has about law enforcement officials, such as the perceived coddling of jail inmates, a hot topic of late. "I was able to explain the reality of the issue," he said, which is that 85 percent of them are in a pre-trial setting, so the county must treat them differently in order to avoid liability. "I can take initiative to dispel misconceptions out there."

Juvenile crime is another favorite topic, he said, and he uses the platform to express his views on issues such as curfews, which he opposes.

The system operates with four phone lines, but Crawford said they have the capability to expand up to 96 lines. The cost to set

up the BBS was approximately \$10,000 and was completely financed by money confiscated during drug busts.

The idea for the BBS grew "out of the frustration of the five-second bite you get in the news media," explained Cannon, the impetus behind the BBS.

Cannon considers part of his job to educate the public. Issues can be complicated, he said "and don't lend themselves to a short blip in a news report."

Sheriff Cannon uses a different tactic to arouse the public interest in talking with cops electronically. Included in the BBS are files containing recipes, games, software on genealogy, office software, even electronic editions of *USA Today*. Cannon believes this serves as a good mechanism to draw people in.

The system has also helped clear up misconceptions the public sees on TV about law enforcement tactics and procedures. People think police officers are more capable than they are, since most crimes on TV are solved before the show is over, he explained.

The public believes police officers are trained in martial arts and that it should only take one officer to subdue a prisoner, he continued, or that cops are able to shoot a knife out of a person's hand. "Public image and understanding of these areas are far from accurate," he said. "We've made headway ... in dispelling some of the myths of law enforcement and what is portrayed by Hollywood."

Montgomery County, Md.

In a county where 30 percent of its residents have computer modems, the creation of a BBS seemed the next appropriate step in Montgomery County's community po-

licing initiative. And so last May, the Community Information System (CIS) made its debut as a pilot project in the Silver Spring District of the county.

The idea started with James Hockenberry, community service officer for the Montgomery County Police Department, who conducted informal surveys at neighborhood watch meetings, where he discovered that many had computers and modems. Under the old way, he explained, "the further we got into community policing, the more time-intensive it was," given the great amount of time spent on copying materials and accessing computer data for the public.

CIS enables residents in their own home to acquire statistics on crime activity in their neighborhood, crime prevention tips, and information on new laws. "The system was developed to increase community awareness and to provide timely information on neighborhood crime," he said. "It's been an overwhelming success."

In his role as SYSOP, Hockenberry spends about 30 minutes a week of his own time updating the files. He copies data from the criminal analyst's file onto a disk and "sanitizes" it before transferring it into the BBS. Each entry includes: police reporting area, type of crime, date, time, 100-block street and M.O. No names are given, just descriptions.

Besides crime watch groups that use the "stats" for their newsletters and handouts, prospective homeowners refer to it when determining which neighborhood to live in. The 20-30 calls Hockenberry's precinct used to get each week from new homeowners have dropped off since the start of CIS. He estimates there are well over 1,000 users today.

The start-up cost for the system was about \$4,000, which includes the cost of hardware, modem and phone line.

"One of the key elements in our community policing effort is getting information out to the citizens," said County Executive Neal Potter. "This saves labor and enables people to tap in at their own convenience." CIS allows people to be aware of what's going on, he continued, and can result in "supportive attitudes toward police ... and government."

One of the philosophies of community policing is to use innovative ways to prevent crime, Hockenberry added, using a "bottom-up approach." This system is about "the people that care about their quality of life."

The CIS pilot project is currently being evaluated. And according to Deputy Police Chief Ronald A. Ricucci, "If all goes well, generating positive feedback from citizens, then we will definitely want to expand the system

FARM BILL from page 2

manent farm workers. Federal regulations often are inflexible and too restrictive in providing adequate quality housing for farm workers. County governments are urged to play a greater role in facilitating federal and state grant programs to provide housing for both farm workers and qualified rural families.

Rural poverty

The federal government should

recognize that poor people exist in rural areas as well as in inner cities, and that federal policies should address the need to help all poor people. The Department of Agriculture should take a leading role in getting other federal agencies to address rural poverty issues.

Rural infrastructure

The quality of telecommunications infrastructure is declining in

many rural areas due to the selling of telephone companies to other companies. This is happening at a time when communication equipment needs to be upgraded for the information superhighway and to ensure that rural communities are an integral part of this system. Federal funding for rural roads, bridges, local transit service and air service needs to be increased substantially. Counties should be fully reimbursed

for the costs of federally owned lands.

Economic development

Rural economic development is generally thought of in terms of improving the employment opportunities, incomes and well-being of the nation's people by strengthening the capacity of rural America to compete in a global economy. Agriculture is a key component of economic development and should be included in any comprehensive rural development program. We support improved coordination of the USDA's economic development programs at the state, regional and local levels. Federal agencies should be required to recognize and follow county and regional development plans developed by local and elected officials. Incentives, such as low-interest loans and tax credits, should be provided for young people entering farming and agribusiness in rural areas.

World trade

In today's global economy, farm policy and foreign policy are increasingly linked. These policies must be managed in concert so that solving a problem in one area does not end up causing costly problems in other areas.

GATT and NAFTA will have many impacts on rural counties. To help ensure that these impacts are positive, NACo urges the federal government to:

- promote the Export Enhancement Program more vigorously
- assure uniformity in product grade and quality standards for all imports and exports, and
- provide research for alternative uses of agriculture products and assist in funding foreign markets for these products.

Food safety

NACo supports the following measures to ensure a safe supply of food for American consumers:

- Ban the import of commodities from countries that use pesticides, chemicals and fertilizers not approved by the U.S. government.
- Ban the production and export of pesticides prohibited in the United States.
- Require the labeling of the country of origin on fruits and vegetables sold to the ultimate purchaser.
- Provide credible and accurate information to educate the public about food safety.

(Adopted by the National Association of Counties, Aug. 4, 1994.)

BULLETIN BOARDS from page 12

to cover the entire county."

Quarter County, Okla.

Two bomb attacks occurred in West Sussex, England last weekend. A K-9 officer was recently killed on a naval base in Everett, Wash. The Charleston County (S.C.) Sheriff's Department BBS is now on-line.

These are a few of the messages Richard Van Dyck, an assistant district attorney, scans during his latest session on "The Heat Is On," a BBS created by Carter County Deputy Sheriff Butch Bridges in 1991.

"Heat" is part of "OKLAWnet," a computer network that, in addition to a BBS, features data bases that cater to law enforcement officials throughout the state.

"I pass along to them informa-

tion I receive from other officers all over the U.S.," said Bridges, who is hooked into other national networks. "I'm a distribution center."

Some of the material Bridges provides to the approximate 40 users is the latest data on Oklahoma criminal codes and statutes, jail population lists, precautionary measures for dealing with spills of hazardous materials on roadways, missing children lists, and updates on gang activity. One of the newest BBS features is "OKLAW," a forum moderated by a criminal trial attorney who attempts to answer legal questions electronically.

The BBS "helps me keep up on new cases," said Van Dyck, who is particularly interested in U.S. Supreme Court rulings and gang

activity. "I can pass it on to local law enforcement. ... It helps with training."

The only expense to the county has been \$130 for software and monthly phone charges.

Bridges believes he's doing a great service by bringing big-city information to rural Oklahoma. "They don't have a lot of access to the outside world."

Red cars

According to Dade County's Sgt. Ron Dignazio, it is true that red cars get pulled over more often than others. "Red gets noticed more," he said. "It's a color that denotes speed ... a dangerous color."

This reporter, a red car owner, will be keeping her eye on the rear view mirror a little more frequently.

Public Technology, Inc. (PTI) Seeks Viable Investment Opportunities for Proposed \$100 Million Venture Capital Fund.

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Do you have local firms offering products or services to government that need expansion capital?

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Are you unable to implement new technology initiatives that will improve management oversight and worker empowerment because of restricted capital availability?

PTI is reviewing the role and feasibility of a fund to invest in local government activities and private sector businesses that use technology to provide and improve traditional government services. Preliminary reaction to the fund has been favorable and we are exploring examples of potential fund investments (such as technology-based approaches to service provision in areas of energy, environment, transportation, information, public safety, criminal justice, human services, etc.) This is where city and county officials come in. We would like to hear from you if you know of:

1. private companies whose revenues substantially come from the sale of products or services to government or community groups;
2. businesses created out of downsizing local government through privatization or public/private partnering;
3. advanced technology, defense conversion and other opportunities where existing technology can be applied to public sector activities; or
4. productivity enhancing enterprises emphasizing management and worker retraining.

Qualified projects or activities must be capable of being structured as for profit businesses. Ideally, projects would require initial funding of between \$1-\$5 million. However, projects requiring larger investments would also be considered. Although this is an ongoing study, we would appreciate hearing from you by October 15, 1994. All information received will be treated as proprietary.

A special voicemail box, (202) 626-2453, has been set up at PTI to capture expressions of interest. If you or private firms in your community have business cases or business plans suitable for submission to a capital fund that meet the above criteria, please forward a copy to PTI at: \$100 Million Venture Capital Fund Study, Public Technology, Inc., 1301 Pennsylvania Avenue, NW, Washington, DC 20004. (Fax 202/626-2498)

Public Technology, Inc. is the non-profit technology research, development, and commercialization organization of the National League of Cities, the National Association of Counties, and the International City/County Management Association. PTI's mission is to advance technology use in local governments.

Wayne County and Detroit, Mich. explore urban redevelopment in a sustainable way

By Nina L. Petrovich
research associate

In the very recent past, tensions were such between the Wayne County executive and the mayor of Detroit that they would not have been able to enter the same room. At least that's the impression that was given during informal conversation with state and local Michigan officials.

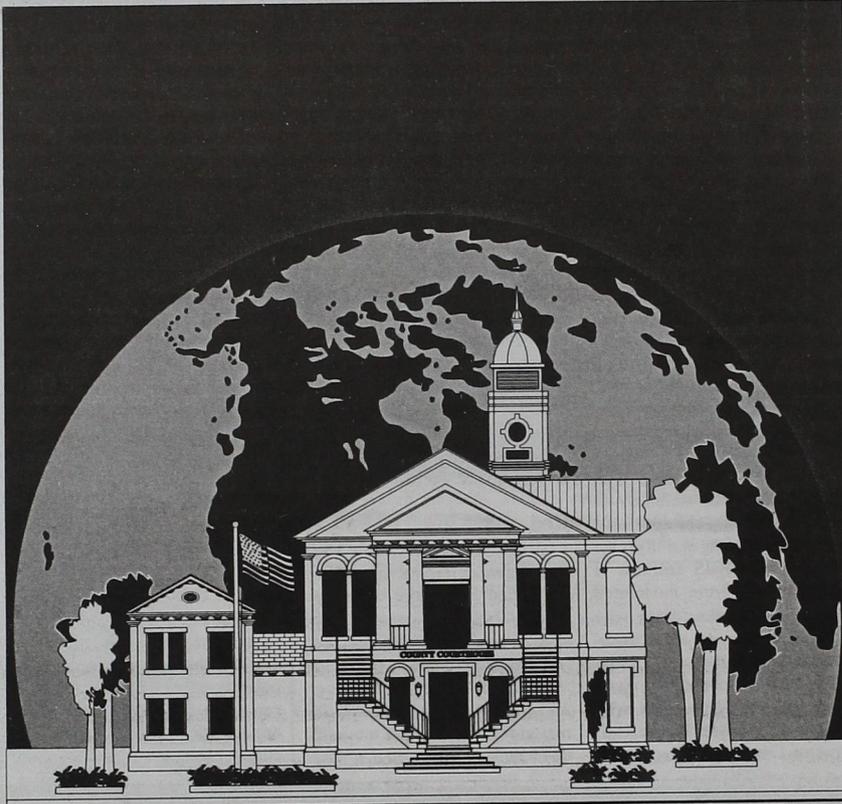
Today, the county executive and the mayor recognize their interdependence and speak in unified voices about redevelopment, sustainable development and partnership in southeast Michigan.

On Sept. 12 and 13, business executives, Wayne County staff, government leaders, and representatives of local community groups and state and federal agencies met at a Regional Summit for Sustainable Development. The summit is one of a series developed by the Global Tomorrow Coalition, a national non-profit alliance seeking to make sustainable development a cornerstone of national policy and the hallmark of U.S. leadership internationally.

In Wayne County, the summit focused on solving an immediate, local concern — redevelopment of Midwestern urban centers.

Many of the summit's participants had already initiated sustainable development activities in their respective businesses and agencies. They also shared a common concern and struggle with one of the Midwest's greatest development challenges — "brown fields."

Brown fields are abandoned industrial or commercial facilities whose redevelopment is prevented by environmental regulations that are cost-prohibitive. As a result, businesses chose to develop outside of the city in "green fields" where initial construction costs are much cheaper. The county's suburban and rural areas suffer from this development and are burdened by the need to provide additional infra-



structure or by the loss of productive agricultural lands and valuable ecosystems.

Opening the Wayne County summit, both County Executive Ed McNamara and Detroit Mayor Dennis Archer focused on the need to resolve the issue of brown fields, an economic development concern for both city and county, and explained that the ultimate goal of the summit was to take advantage of the participants' thoughts and expertise to determine if creating a think tank, or "roundtable," would be an effective method of achieving solutions to the brown fields problem. "We need your advice. We need your wisdom. We need your determination. If we can find suitable uses for

brown fields, I can put our people to work," Mayor Archer said.

This statement represents a new vision for the city of Detroit, which gave Wayne County the welcome they needed to go forward with their initiatives.

For some time, county officials have been struggling with nudging along development in a way that broadens their choices, reduces sprawl outside the urban center, and makes sense environmentally. But a somewhat poisoned climate between the county and the city had been hampering the process.

Now, however, with a new, vital and energetic mayor at the helm of its urban core, Wayne County is at a crossroads of opportunity.

The summit, in the eyes of Flora McCormack, Wayne County environmental programs administrator, was just the opportunity the county needed to bring together diverse interests who are all coping with the same issue. Many groups within the county were looking at sustainable development, yet few knew what the others were doing. The value of the summit came in watching new partnerships form and improved communications between the various groups.

Counties, in particular, have an important role to play in this process for they are in a position to identify key players and bring together those in conflict, she observed.

"Counties can play an incredibly important role [in sustainable development]" she said. They're just enough bigger than cities to have a regional focus, yet smaller than states, which have competing needs, to be able to develop a comprehensive approach to making the community more viable.

"Counties need to recognize the value they bring to the process and their broader perspective about what makes sense for the whole area. In southeast Michigan, we're the ones with the biggest problems. The county shouldn't go it alone — the city shouldn't do it alone. We're intimately tied together and we can work together, then look to the state and federal levels to provide additional resources."

The final activity of the two-day affair was a public meeting held in Detroit to receive public comment about urban redevelopment and the proposed roundtable. Wayne County and the City of Detroit developed the public meeting to incorporate citizens' concerns into their deliberations. However, their efforts were not as welcomed as expected.

Most of the speakers at the public hearing criticized its timing. They complained that soliciting citizen involvement at the end of the process, rather than at the beginning of the summit, be-

lied the organizers' claim that they were sincerely interested in seeking citizen input.

Wayne County believed it had adequately addressed the citizen participation issue by inviting Wayne County residents, whom the county believed would be interested in serving on the roundtable, to the summit. The county's miscalculation held an important lesson for it and for any government seeking to launch regional sustainable development initiatives.

"Creating a venue for participation does not guarantee collaboration. It is important that we, as county officials, learn ways to effectively involve the public so that we all get the most from our efforts," said Jim Murray, Wayne County director of public works.

Leaders in the sustainable development movement will tell you that's what it's all about — changing the way decisions are made.

In the past, decisions were made without a complete understanding of their consequences. Environments were damaged and jobs were lost. But decisions that reflect our interdependence and awareness of the consequences of our actions will carry us into a future where we may prosper. And counties like Wayne County, Mich. can lead the way.

For anyone interested in showcasing a sustainable development initiative in your county, or if you just want to learn more, read on.

The Community Sustainability Resource Institute (a non-profit organization supporting community sustainability through education, communication and networking) is preparing for its third annual national conference, "Creating Community Sustainability Across America."

NACo, a cosponsor of this conference, invites you to attend the meeting in Silver Spring, Md., Nov. 16-19. More than 450 people will come together to examine community empowerment; mobilization and participation; sustainable enterprise and economics; ecological, social and health considerations; and urban systems technologies and design through breakout sessions, workshops and roundtable discussions.

For further information on conference program development, or registration, call or fax Nina Petrovich at NACo, 202/942-4278, fax: 202/737-0480.

Strafford County Commissioner Roberge dies

Strafford County (N.H.) Commissioner Roland R. Roberge, a member of NACo's Justice and Public Safety Steering Committee for the last five years, died on Aug. 8 as a result of injuries sustained in a fire at his summer home.

Roberge, 67, who also served as mayor of Rochester, dedicated many years to local government service. Commissioner since 1981 and mayor since 1990, Roberge was also a member of the Rochester School Board from 1960-90. He was also president of the New Hampshire Association of Counties and twice was honored as Outstanding County Commissioner for the state of New Hampshire.

In his work with NACo, Roberge helped champion the concept of teaching inmates work-related skills while serving time by establishing the jail industries program at the Strafford County jail.

Volunteers & Counties: Partners in Service



Counties participate in "seasons of service"

By Peter Lane
NACo Volunteerism Project

Last year, President Clinton signed the National and Community Service Trust Act and challenged Americans of all ages to "seasons of service."

The act established the Corporation for National Service, which sees several community service programs including AmeriCorps, Summer of Safety, and Learn and Serve. Each of these programs focuses on four national priorities: education, public safety, human needs and environment (see box on page 14).

Counties have a long-standing tradition of encouraging volunteerism, so participating in one of these national community service programs can be a natural extension of the activities counties are already undertaking. Elected officials and county volunteer coordinators are also active members of the state commissions that are responsible for selecting state-level programs.

"Community service programs like AmeriCorps and Summer of

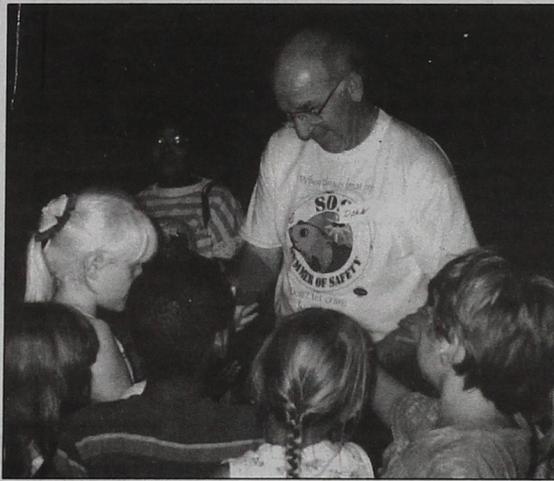


Photo by Peter Lane

Marshall County (Ala.) Commissioner Dean Strickland presents awards to children who participated in the Summer of Safety Program.

Safety can potentially benefit county governments by providing volunteer support for services in many important areas," said Donald Dell, commissioner, Carroll County, Md. and member of Maryland's Commission for National Service. "It

also gives participants meaningful work — not just pushing paper. They can go home and feel good about what they've done."

Carolyn Forrester, volunteer coordinator for the Clark County (Nev.) Department of Social Ser-

VICES, serves on that state's commission. She sees national community service as an opportunity for participants to make a difference, especially in large states such as Nevada where people are spread out and do not always have access to services.

However, Forrester cautions counties interested in applying for a national grant in the future that it won't be a free ride. "County governments applying for one of the national community service grants must have clearly defined needs and a well-designed program that can demonstrate its impact on the community." With a limited number of grants available, state commissions are looking closely at those programs that meet the purpose and criteria set by the Corporation for National Service.

This year's Summer of Safety programs have recently come to a close. The AmeriCorps Program, whose participants will receive an educational award in exchange for their service, gets underway this fall. Here's a sampling of counties involved in national service programs:

Douglas and Josephine counties, Ore.

The Douglas and Josephine County Retired and Senior Volunteer Programs (RSVP), supported by their respective county governments, jointly received a Summer of Safety Award for employing 140 volunteers in the field of public safety. Participants were trained to make presentations on crime prevention and fraud, while others conducted home safety and security audits for the frail elderly. Many volunteers also worked in a variety of jobs at local police departments.

An unexpected benefit has been the establishment of new volunteer programs at several police departments, and existing programs have expanded with an infusion of new volunteers. The Douglas County Sheriff's Department used Summer of Safety volunteers at their County Fair booth and is now expanding volunteer opportunities in their department.

"The Summer of Safety project has offered a wonderful chance for

See **VOLUNTEERISM**, page 16

Look No Further.

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

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Volunteers & Counties: Partners in Service



Fairfax County centralizes volunteer coordination

By Peter Lane
NACo Volunteerism Project

Although it has consistently ranked as one of the nation's wealthiest counties in terms of per capita income, Fairfax County, Va., a large urban-suburban county located just outside of Washington, D.C., has not been immune to the fiscal pressures that many local governments face. Like other county governments, Fairfax County has turned to volunteers for help in filling the gap between county resources and service demands.

Fairfax County estimates that volunteers contributed nearly \$7 million worth of services to the county last year.

Recognizing the benefits that volunteer service has brought to the county government, the board of supervisors, in 1993, established a centralized volunteer office within the personnel department. Although many Fairfax County agencies already manage their own volunteer programs, such as Meals-on-Wheels, library volunteers and the Park Authority programs, the central office was established to expand programs and to foster consistency across agencies.



Photo by Peter Lane

Fairfax County Executive William J. Leidinger (l) presents an award to Frank Dutton for his 20,000 hours of volunteer service to the county. Maureen Kammerer, coordinator of volunteer services, is also pictured (center).

Peter J. Schroth, director of personnel, has been extremely supportive of the new office. "The time we invest in volunteers provides an enormous return," said Schroth. "Volunteers leverage both our financial resources and our personnel resources. Volunteer programs are the purist form of positive values upon which our country was founded. The volunteers are not driven by profit motives, but by a genuine desire to help one

another, their neighborhoods and the county."

One of the Fairfax County Volunteer Program Office's top priorities is to develop programs in departments where volunteers haven't previously been used. For example, volunteer programs have recently been started in facilities management, consumer affairs and the personnel application center.

A program recently designed for

facilities management has a volunteer electrician, who is wheelchair-bound, troubleshooting for needed repairs throughout the government center building. He reports back to the maintenance department those areas that need work.

"The new centralized volunteer office will be responsible for developing uniform management policies," said Maureen Kammerer, coordinator of volunteer service programs. "And a data base has been established for reporting numbers of volunteers, hours served and fiscal benefits to the county. The office will also assist new volunteer coordinators, and we have begun to organize a county-wide recognition program for volunteers."

One challenge that Kammerer has faced is convincing some members of upper-level management that volunteers are a valuable asset. Once that's accomplished, however, they become the program's biggest advocates.

She regularly speaks with managers and offers the assistance of an intern or volunteer to help with the workload. "When I'm able to demonstrate the value of volunteers to an office," explains Kammerer, "we get a lot more requests for their service."

Another important aspect of the volunteer office will be record keeping.

In the past, there has been little coordination among county agencies to determine the extent of volunteer service, the dollar value of their service, and what costs are associated with administering the programs. With this information now collected at one central office, Fairfax County can ensure that the volunteer programs are fiscally sound and can accurately publicize their importance to county operations. It's good business and an effective way to generate more citizen interest in volunteer opportunities.

With such a large county and so many programs already operating independently, Kammerer realizes her task will present some challenges. She remains confident, however, in being able to carry out the county's goals, citing the professionalism of staff who work with volunteers and the support of the county leadership. "Both the board of supervisors and top-level management have been very supportive of volunteer services," reports Kammerer. "I think it's key to the success of any county government volunteer program."

VOLUNTEERISM from page 15

the counties' RSVP programs to expand in a new, exciting area of volunteer opportunity that is richly rewarding to senior volunteers and the community as well," said Florence Shively, director, Douglas County RSVP.

Marshall County, Ala.

The Marshall County RSVP is also endorsed and supported by its

county commission. "When the Summer of Safety grants were announced," said Jean Ann Moon, director, Marshall County RSVP, "RSVP and the county commission saw it as an opportunity for an intergenerational approach to strengthening the community by reducing crime and the fear of crime."

More than 200 volunteers

reached approximately 4,700 county residents with crime prevention education. They led craft and educational activities for at-risk youth; organized neighborhood beautification projects; sponsored "Games Are Better Than Gangs Day" activities; and directed puppet troupes dealing with anger and violence, personal safety skills, substance abuse pre-

vention, and accepting differences.

St. Mary's County, Md.

With the philosophy that young people can play an active role in making communities safe and "teach best what we need to learn most," St. Mary's County's Alliance for Alcohol/Drug Abuse Prevention and the VISTA Community Empowerment Project teamed up with assistance from a Learn and Serve Grant and a grant from the Maryland Governor's Office on Alcohol and Drug Abuse. The project allowed participants, ages 6-17, to attend day camps focusing on public safety.

With collaboration from the board of education, parks and recreation department, local police and sheriff's departments, the county trained 84 high school students to serve as camp counselors. More than 300 youngsters attended the camp to participate in activities related to topics such as violence prevention and conflict resolution.

"Everyone in the Summer of Safety Program has benefited," noted one of the counselor coordinators. "The counselors feel they have grown to better themselves as positive role models and the camp-

ers are practicing conflict resolution and other teachings. This camp has given them hope."

Brevard County, Fla.

The Brevard County, Fla. Court Alternatives Division employed five Summer of Safety participants who were referred from the local RSVP. These volunteers took on a variety of responsibilities, including serving as computer specialists, intake specialists and assistants. Their assistance allowed paid staff to perform their duties more effectively.

"The Summer of Safety volunteers fulfilled a real need for their community," said Ramona Ray, volunteer coordinator, Brevard County Court Alternatives Division. "Their work has been directly related to criminal justice and helping to create a safer and better community for all citizens."

Next year's summer programs will focus on children's health. County governments that would like to receive more information should contact their State Commission on National Service.

If you would like more information, or the telephone number for your state commission, please contact Peter Lane, NACo's Volunteerism Project, at 202/942-4288.

The National and Community Service Trust Act

The national service initiative is designed to tackle the nation's problems by mobilizing Americans of every background, particularly young people, in service to communities and the country. The programs include:

Americorps — participants make a one- or two-year commitment to community service in exchange for an educational award.

Learn and Serve — enhancement of elementary and secondary education through community service in schools and service programs on col-

lege campuses.

Summer of Safety — summer programs focused on one of the corporation's national priorities.

Civilian Community Corps — support to provide service opportunities in areas adversely affected by defense cutbacks.

The act also calls for extension and improvement of VISTA and the Older American Volunteer programs.

The Corporation for National Service, which administers the programs, has established four national priorities. They are:

Education — furthering early childhood development and im-

proving the educational achievement of school-age children.

Public safety — reducing the incidence of violence and improving criminal justice services, law enforcement and victim services.

Human needs — providing independent living assistance and home- and community-based health care, rebuilding neighborhoods, and helping people who are homeless.

Environment — reducing community environmental hazards, and conserving, restoring and sustaining natural habitats.

Volunteers & Counties: Partners in Service



Volunteers help county respond to rapid growth

By Peter Lane
NA Co Volunteerism Project

Carroll County, Md. is situated about 40 miles northwest of Baltimore and, until recently, was a quiet community of rolling hills and farmland. Like many counties in recent years, however, it has experienced significant growth and development, and now faces a variety of increased service demands often associated with large suburban and urban counties.

In response, local citizens have answered the call to volunteers, ensuring that human service and recreation programs meet the increased demand. Residents have contributed thousands of dollars in service to the county and have become more knowledgeable about county government operations.

The increase in volunteers and desire to expand volunteer job opportunities have created another challenge for Carroll County — how to manage expanding volunteer programs and address liability concerns more effectively.

For example, what happens if a volunteer is in an accident while driving for the county? Or, how does the county ensure that youth or the frail elderly won't be harmed by a volunteer? To address these issues, the county is looking more closely at its screening procedures.

"Formalizing the screening process will assist the county in meeting its burden of due care," explains Lauren Eib, Carroll County risk manager. "And the policies will aid all county agencies in maintaining consistent standards. This process will help us to recruit volunteers who are not only committed, but also qualified to do the work."

While hoping to tighten up the county's volunteer screening procedures, Eib is also aware that

As volunteer programs across the country expand, county governments are realizing the importance of policies and procedures.

implementing lengthy or unpopular policies and procedures will likely meet some resistance from both paid staff who coordinate programs and the volunteers who do the work.

The county then faces a delicate balancing act: How does a growing community such as Carroll County maintain the small town atmosphere and the enjoyment that county volunteers are accustomed to, while at the same time protecting both the volunteers and people served by the county's many programs?

Eib has started with some basic goals and enlisted the help of volunteer leaders in the community, staff who coordinate volunteers, and volunteers who have demonstrated their commitment to county programs.

The group's first task is to identify all activities being performed by volunteers for the county and to develop written job descriptions. The group will also develop uniform screening procedures and policies for all of its volunteer programs.

"We hope to use screening as a two-way communication process so volunteers can learn what the county expects from them as well as what they can expect from the county," says Eib.

As volunteer programs across the country expand, county governments are realizing the importance of policies and procedures. They legitimize the volunteer program in the eyes of staff and volunteers and outline the steps to accomplish goals and responsibilities. Policies and procedures are the foundation of a well-organized volunteer program.

In addition, policies and pro-

cedures are part of an overall risk management plan. By outlining such things as how citizens become volunteers, the scope of their work, and how they will be supervised, a county gains greater control over the risks.

One of the most important aspects of any county volunteer program is screening new volunteers. Counties use a variety of methods

depending on the type of work being performed by volunteers. They include: completing an application, having an interview, doing a reference check, signing a volunteer agreement, checking for a valid driver's license, checking for an appropriate professional license, doing a criminal background check, and requiring a medical screening.

In Carroll County, the policy and procedures working group will consider all of these screening procedures and determine which are appropriate and how to implement them.

Lauren Eib believes that by

tapping into the knowledge and experiences of those citizens already working with volunteer programs, the county can establish volunteer management practices that strengthen programs. And by doing so, the county protects both service recipients and volunteers alike.

For more information about volunteer management policies and procedures, or information about the Volunteerism Project, please contact Peter Lane, NA Co's Volunteerism Project, 440 First St., N.W., Washington, DC 20001, phone: 202/942-4288, fax: 202/737-0480.

Volunteer "best practices" guide for 1994, now available

NA Co's Volunteerism Project announces the 1994 publication of "Volunteers and Counties: Partners in Service." The booklet highlights 12 innovative volunteer programs from rural, suburban and urban counties across the country. These cost-effective programs have had a significant impact on their local communities and have enhanced services provided by the county government.

Any county interested in begin-

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

From James City-County, Va.'s (pop. 34,000) central volunteer office to Maricopa County, Ariz.'s (pop. 2 million) volunteer mall posse

patrols, the guide offers county officials and staff creative solutions to service cutbacks and budget shortfalls.

If you would like to receive a free copy of "Volunteers and Counties: Partners in Service," or more information about NA Co's Volunteerism Project, please contact Sandra Reinsel Markwood or Peter Lane, NA Co, 440 First St., N.W., Washington, DC 20001, phone: 202/942-4235 or 202/942-4288.



Photo courtesy of National League of Cities

Helping ease the way onto the information highway, several public interest groups and their members participated in an interactive satellite broadcast about telecommunications and information topics, Sept. 7. Among those participating were: (l-r) NA Co Executive Director Larry Naake; John Scully, president of Scully and Associates and former Apple Computer chairman; Delano Lewis, co-chair of the U.S. Advisory Council on the National Information Infrastructure and president of National Public Radio; Costis Toregas, president, Public Technology, Inc.; Bill Hansell, executive director, International City/County Management Association; and Don Borut, executive director, National League of Cities.

Volunteer Management Policies and Procedures Guidelines

- ✓ Consistent screening procedures are established based on job responsibilities.
- ✓ Volunteers are aware of requirements, qualifications and county policies.
- ✓ Staff are aware of their responsibilities for supervision, training and record keeping.
- ✓ Liability and workers compensation issues are addressed by county leadership.
- ✓ Volunteer recognition is incorporated into volunteer program.

News from the nation's counties

North

NEW JERSEY

• **BURLINGTON COUNTY** residents will be able to save \$10 on the adoption of a dog or cat from the county animal shelter under a discount program initiated by the Ralston Purina Company.

The county freeholders recently approved the shelter's participation in the "Purina Pets for People Program," hoping it will result in more adoption activity at the animal shelter.

"Let the record reflect that the freeholders are reaching about as far as they can reach to save money," quipped Freeholder Director Vincent R. Farias. "Seriously, this program should draw a little more attention to the shelter, hopefully increase the adoption rate, and, over the long haul, save the county a few dollars."

Purina will distribute \$10 adoption discount certificates through newspapers and magazines. Individuals who bring a discount coupon to the animal shelter can redeem it for a \$10 discount when they adopt a dog or cat. Adoption fees range from \$21.50 for a spayed or neutered cat to \$36.50 for a dog which has not been spayed or neutered.

A separate \$10 refund is given to owners who have their new pets neutered. Adoption kits detailing how to care for one's new pet, along with a sample of Purina pet food will also be distributed to each new owner.

"You can call it a company promotional tool, but it also helps us promote the availability of healthy pets at a modest price at the county shelter," said County Health Coordinator Walter Trommelen.

According to John Pitko, the assistant environmental health coordi-

inator, who oversees day-to-day operations at the shelter, the current adoption rate is roughly 25 percent. Another 25 percent of the strays brought in are reclaimed by their owners. The remaining 50 percent are put to death.

PENNSYLVANIA

• **ALLEGHENY COUNTY** commissioners have initiated a "Safe Neighborhood Playground Program" which will provide financial assistance for the elimination of unsafe conditions at neighborhood playgrounds in low- and moderate-income communities.

The program will provide technical assistance to municipalities that desire information concerning playground safety standards and/or a preliminary safety review of an existing playground. Program activities will include laying safety-fall surfaces under play equipment, retrofitting obsolete equipment to meet safety standards, and the complete removal of unsafe equipment where other remedial measures are impossible.

Using Community Development Block Grant funds, the county will also provide grants for eligible projects to eliminate unsafe conditions at parks owned by municipalities. The county will use the standards set forth in the U.S. Consumer Product Safety Commission's "Handbook for Public Playground Safety."

South

GEORGIA

• The Georgia Water & Pollution Control Association (GW&PCA) has selected the **DEKALB COUNTY** Pole Bridge Water Pollution Control Plant as the winner of the association's 1993-1994 award for operating efficiency and excellent service — the top award

in the "Greater than 10 Million Gallons Per Day - Advanced Treatment Municipal Water Pollution Control Plants" category.

"We have the best run water department anywhere," said County CEO Liane Levetan. "I have been saying how efficient we are for a long time. When the water crisis arose this year in South Georgia, we were able to help our neighbors without any delays."

GW&PCA is a non-profit association with membership of more than 4,200 water and wastewater treatment plant operators and managers, municipal officials, civil engineers, environmental engineers, scientists, manufacturers and their representatives, contractors, elected officials, and others concerned with Georgia's water resources. Its chief purpose is to educate and assist those who have an interest in management and protection of water resources.

Midwest

MINNESOTA

• **RAMSEY COUNTY** employees now have a policy in place to help prevent potential violence in and around their workplaces. One of only a handful of employers nationwide, Ramsey County's Board of Commissioners unanimously passed a workplace violence policy.

The policy is committed to reducing the negative consequences of violence for those who encounter it in their work and personal lives and to fostering a work environment of respect and healthy conflict resolution.

"Many of the services the county provides are a direct result of the violence in our society. With rising caseloads in child and adult protection, juvenile and adult detention, and the often overcrowded jail facilities, we are

very aware of the devastating effects of violence," explained County Manager Terry Schutten. "But before we can be really effective in helping others, we needed to be sure our employees felt as safe as possible and were given the support they need when they do encounter violence on the job or away from work." A year ago, a volunteer committee of county employees began working on the policy proposal. All 3,600 county employees were given a chance to review and comment on the draft proposal. Many came forward saying violence is a concern, even in places one would not ordinarily think it existed.

Now that the Workplace Violence Policy is in place, the county manager is authorized to develop procedures to assure that managers, supervisors and other employees and officials are held accountable should they commit acts of violence in the workplace; that employees who experience violence within their families, workplace or communities have avenues for resolution and support; and that all employees have a copy of the policy.

The county will also develop systems to better deal with violence issues including: identifying con-

flict and communication skills training for officials, managers and supervisors; assuring access to information and education resources for employees and their families who experience violence; developing procedures that address violence in the workplace and its consequences; and developing a long-range plan to provide a physical environment that lessens the potential for violence and is also conducive to serving the public.

West

WASHINGTON

• A near-record \$52.5 million in timber revenue for 19 Washington counties will be generated by state-owned trust lands this year, nearly equaling last year's record of \$53.3 million.

The state owns and manages more than 620,000 acres of Forest Board lands in 21 counties. The tracts were acquired through tax foreclosures or purchases in the 1920s and 1930s.

The Forest Board lands are separate from Common School Trust lands, which provide revenue for school districts in the state. The school trust lands were acquired through federal land grants.

More news from

TEXAS — In an effort to get a complacent public involved in the local decision-making process, the **FORT BEND COUNTY** Commissioners' Court is asking residents to tell it what services they want and where tax dollars should be spent.

The Commissioners' Court recently mailed to all county residents a 24-page tabloid that outlines all county services and what it would cost to provide low, medium and high levels of service in each category. It also asks recipients to state their preferred future level of service.

Commissioners believe the survey will not only serve to guide them in the decision-making process, but also educate the public about how its tax dollars are being spent.

The tabloid also offers phone listings for all of the county's department heads.

For more information, contact Donna Davis at 713/341-8634.

Charter and contract public schools: gaining ground

By Neal R. Peirce

The Washington Post Writers Group

(Neal Peirce is a syndicated columnist who writes about local government issues. His columns do not reflect the opinions of County News or the National Association of Counties.)

Across America, the movement to charter new public schools, even to contract schools and whole districts to private managers, is gaining ground fast.

Consider the controversial Minneapolis-based school management firm, Education Alternatives, Inc. (EAI). Despite furious opposition from the American Federation of Teachers (AFT) and spotty academic results in the nine schools it runs in Baltimore, and one in Mi-

ami, EAI has just landed a mega-contract. It will get to run the entire, trouble-packed Hartford, Conn. school system — 32 schools, 26,000 pupils, Connecticut's worst school scores, and a \$200 million-a-year budget.

In Massachusetts, the state has approved 15 public charter schools with constituencies as diverse as America. With approval of the state secretary of education, Bay State charters can be sponsored by businesses, teacher or business groups, universities, or museums. So now there's the Benjamin Franklin Classical Charter School, heavy on academics and "basics," opening this fall simultaneously with the Boston University Charter School, at Fort Devens, which will serve homeless youths and wards of the state under the direction of a retired

rear admiral.

Teachers themselves chartered the Fenway II Charter School at Boston's Bunker Hill Community College. It's a member of the Brown University-based Coalition for Essential Schools and focuses on kids who have trouble in traditional schools. Three of the new Massa-

"What is striking is how much energy is going into forming the schools."

Ted Kolderie
Minnesota-based education expert

achusetts schools will be run by Christopher Whittle's for-profit Edison Project, now directed by

former Yale University President Benno Schmidt.

In Minnesota, which opened the nation's first charter school, the Academy of St. Paul in 1992, there are now eight charter schools and more in the works.

Minnesota-based education expert Ted Kolderie reports that charter schools have moved from debate in individual states to a national discussion. The first-ever national meeting of charter school aficionados was held in Denver in January, convened by Colorado Governor Roy Romer and State Senator Gary Hart of California. In June, Michigan hosted the first "national conference" on charters.

California is expected to have nearly 60 charters operating this year, Colorado 12. During the 1994 legislative sessions, Kansas and

Arizona became ninth and tenth among the charter school states. Action in 1995 sessions appears brewing in such states as Connecticut, Illinois, New Jersey, Pennsylvania, Texas, Virginia and Washington.

A handful of charter start-ups raise ethical questions. In Michigan, for example, the newly formed Noah Webster Academy — an agglomeration of Christian home-schoolers — applied for a charter claiming it would be non-sectarian, despite its avowed focus on patriotism, morals and creationism.

Some charters have had rough shakedown cruises, Kolderie observes. But a support-network for the charter idea is spreading fast, he reports: "What is striking is how

Notices . . . notices . . . notices

CONFERENCES

■ **The Department of Health and Human Services** will hold an Immunization Outreach Meeting for states in Region 10 (Alaska, Idaho, Oregon and Washington) in Seattle, Wash., Oct. 3-4.

The meeting's goals are to: 1) expand public-private partnerships between representatives of public and private sectors from all segments of the community and 2) facilitate an exchange of ideas through discussion of different approaches used to reach out and involve the community in the effort to ensure age-appropriate childhood immunization.

To register, contact: HMR, Inc., Oxon Hill Rd., Suite 212, Oxon Hill, MD 20745, phone: 800/355-0979, fax: 301/597-5907.

■ **The Government Finance Officers Association (GFOA) and the Internal Revenue Service** will be co-sponsoring a videoconference on Oct. 20, covering state and local government compliance with Form 1099 reporting requirements.

Experts will be discussing specific problems that state and local governments encounter in complying with Form 1099 requirements: employee and independent contractor issues, backup withholding, and deadlines and penalties. The registration fee is \$95 for public sector registrants and \$175 for private sector registrants.

For more information, contact: Shirley Sype, GFOA Education and Marketing Center, 180 North Michigan Ave., Suite 800, Chicago, IL 60601, phone: 312/977-9700.

■ **"Prevention: the Key to Health or Life"** is the theme for the First International Conference on Prevention,

Oct. 27-30 in Charleston, W.Va.

The conference will focus on international prevention practices that produce healthy lifestyles and wellness for individuals, families, communities and nations.

For more information, contact: Nancy Peoples, The Arnold Agency, #10 Hale St., Charleston, WV 25301, phone: 304/342-1200.

■ **"Future of Leasing: An Investor's Perspective," "Reinventing Government: How it Really Works," and "Leasing Our Future or Our Past: Debt Reform"** are just some of the topics featured at the 14th Annual Fall Conference of the **Association for Governmental Leasing & Finance** in San Diego, Calif., Nov. 2-4. The cost is \$395 for members before Oct. 14 and \$495 for non-members.

For more information, contact: Neal E. Skiver, President, Association for Governmental Leasing & Finance, 1200 19th St., N.W., Suite 300, Washington, DC 20036, phone: 202/429-5135, fax: 202/429-5113.

■ **"Making Cities Globally Competitive: Spurring Foreign Trade, Investment and Tourism"** is the theme for the **National Council for Urban Economic Development** conference, in San Antonio, Texas, Nov. 3-4.

Attendees will learn about international economic development strategies of some of the most successful communities in North America. The registration cost is \$400 for members and \$435 for non-members.

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

■ **Harvard University's John F. Kennedy School of Government** announces its fall workshop on **"Privacy, Security and Electronic Government,"** in Cambridge, Mass., Nov. 17-18.

The workshop will explore how security and privacy should be handled in designing and building information infrastructures and public services. Registration is \$660 for public sector registrants; \$1,300 for private sector.

For more information, contact: Strategic Computing and Telecommunications Program, Harvard University, 79 JFK St., Cambridge, MA 02138, phone: 617/495-3036, fax: 617/496-1722.

■ **Why do some privatization projects succeed and others fail? Why must municipalities privatize? Why doesn't piecemeal privatization work?** Find out the answers to these questions and more at **"Capturing Your Share of the Privatization Revolution,"** a conference sponsored by **Global Business Research**, Dec. 12-13 in New York City.

The cost for registration is \$1,195; \$1,095 for government officials.

For registration information, contact: Conference Administrator, Global Business Research, 151 West 19th St., 8th Floor, New York, NY 10011, phone: 212/645-4226, fax: 212/645-4490.

■ **"Comprehensive Child Sexual Abuse Intervention: Advanced Training in the Multidisciplinary Approach,"** sponsored by the **National Children's Advocacy Center** and the **National**

Resource Center on Child Sexual Abuse, will offer the following courses in 1995: "Interviewing, Initial Investigation and Assessment," Jan. 16-20; "Discipline-Specific Case Management," April 24-28; and "Accountability and Resolution," Sept. 18-22.

This advanced training program is designed to provide experienced professionals with the most up-to-date empirical knowledge, skills, tools, techniques and strategies, thus enabling them to intervene as effectively as possible with sexually abused children and their families.

For more information, contact: The National Resource Center on Child Sexual Abuse, 107 Lincoln St., Huntsville, AL 35801, phone: 205/534-6868 or 800/239-9938.

PUBLICATIONS

■ **The American Correctional Association** has released two new videos. **"Gang Management Strategies in Corrections"** examines effective methods of managing gangs and their members, and **"Cultural Diversity in Correctional Facilities"** covers why it is important to develop a culturally diverse staff. The cost for both videos is \$79.95 for members and \$99.99 for non-members.

For ordering information, contact: American Correctional Association, 8025 Laurel Lakes Court, Laurel, MD 20707-5075, phone: 301/286-5059 or 800/825-2665, fax: 301/206-5061.

■ **The Urban Institute** has released a new report, titled **"Corporations As Partners in Strengthening Urban Communities."** This report finds that crises in education, crime and the

economy have spurred corporations to form partnerships with government and community groups to rebuild urban communities.

To order, contact: The Urban Institute, 2100 M St., N.W., Washington, DC 20037, phone: 202/857-8702.

■ **Interested in finding out who the decision makers are in Virginia state and local government? Review Publications, Inc.** announces the ninth annual edition of **"Virginia Review Directory of State and Local Government Officials,"** a complete listing of contacts in Virginia's state, city, town and county government. The directory is available in both book and data base (local government information only).

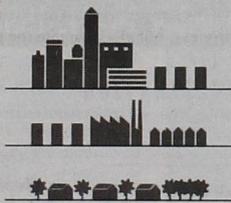
For pricing and ordering information, contact: Review Publications, Inc., P.O. Box 860, Chester, VA 23831, phone: 804/748-6351 or 804/827-3843, fax: 804/796-6931.

■ **The "Council for Textile Recycling 1994 Directory and Buyer's Guide"** is a new booklet that provides a listing of processors, manufacturers and distributors of pre- and post-consumer textile waste. The directory is \$50.

The **Council for Textile Recycling** has also released a new video. **"A Lesson from the World's Oldest Recycling Industry: Textile Recycling Today and for the Future"** is ideal for anyone interested in gaining insight about the handling of pre- and post-consumer textile waste. The video is \$75.

For ordering information, contact: Council for Textile Recycling, 7910 Woodmont Ave., Suite 1212, Bethesda, MD 20814, phone: 301/718-0671, fax: 301/656-1079.

Tomorrow's Energy Today Energy Solutions for Cities and Counties



It's not easy being a local government official today. You want to help your community save energy dollars and alleviate resource and pollution problems. But how?

Through our *Tomorrow's Energy Today* success-story fact sheets.

You can learn what practices are working for city and county officials across the country—without leaving your office!

The National Renewable Energy Laboratory (NREL), operated by the U.S. Department of Energy, offers a free brochure that describes these fact sheets and gives ordering information.

To request the brochure, call (303) 275-4363, fax (303) 275-4053, or write NREL, Document Distribution Service, 1617 Cole Boulevard, Golden, CO 80401-3393.

National Depression Screening Day October 6, 1994

From the desk of Tipper Gore

Dear Friend,

If this sounds like you, please don't ignore it:

- Feelings of sadness or irritability
- Loss of interest or pleasure in activities
- Changes in weight, appetite or sleeping patterns
- Lack of energy
- Thoughts of suicide

If you have several of these symptoms for two weeks or more, you may be suffering from clinical depression. I urge you to attend a **FREE, totally confidential screening on National Depression Screening Day, Thursday, October 6.**

Depression is an illness that can be successfully treated. Seeking help on National Depression Screening Day could change your life.

Sincerely,

Tipper Gore



For free Depression Screening sites in your area,
call 1-800-262-4444

(after September 1, 1994)

Job market

ASSISTANT PLANNER — NORTHAMPTON COUNTY, VA.: County By the Sea Planning Agency seeking a person to fill a Planner position with background in Environmental/Engineering discipline preferred. Primary responsibility in assisting Director of Planning in implementation of the Virginia Chesapeake Bay Preservation Act at local level. Computer education/experience a must. Zoning experience a plus. In addition, will assist Director of Planning in general planning efforts including sustainable develop-

ment. Salary range \$23,000-\$27,000 plus benefits. Submit resume to Director of Planning and Zoning, P.O. Box 538, Eastville, Virginia 23347 by October 31, 1994, phone: (804) 678-0443. Equal Opportunity Employer.

CHIEF OF CORRECTIONS — JEFFERSON COUNTY, KY.: Chief of Corrections, Jefferson County, Louisville, Kentucky, located in North Central Kentucky, is accepting applications/resumes for Chief of Corrections. Responsibilities:

The Chief will manage correctional services under a federal consent decree for a community with a population of 680,000. The incumbent serves at the pleasure of the County Executive directing the operations, activities and personnel of the county jail and alternative sentencing correctional facilities. Establishes and implements departmental goals, policies and procedures. Develops and organizes the department structure to ensure the maximum utilization of available resources. Directs the preparations of the depart-

mental budget and the monitoring of expenditures and funds received. Plans and implements incarceration and alternative sentencing programs in conjunction with judges and criminal justice professionals. Represents the department to community and professional organizations, the courts, labor unions, media and the public. Requirements: Comprehensive knowledge of Federal and State laws and institutional management practices relating to the operations of jails, and correctional facilities. Bachelor's degree in Corrections Administration, Criminal Justice, Pre-Law, Social Sciences, Human Services, or a related field. Six years of correctional institution experience, including four years of managerial experience. An equivalent combination of education and experience may be substituted. Salary: Compensation and Benefits open. Submit resume & cover letter to Ms. Donna Mathis, Assistant Director, Personnel Dept., 517 Court Place, Room 301, Louisville, Kentucky 40202.

HIGHLANDS COUNTY, FLA.: A professional position responsible for all phases and functions of the County Personnel Program, including Equal Opportunity Employment, Immigration Control, Labor Relations, Human Relations and ADA compliance. Salary \$28,688-\$41,538. Need a four year degree in Labor Relations, Personnel Management, Public Administration or related field. Five years experience in personnel work. Applications received Monday through Friday, 8:30 A.M. - 4:30 P.M. at Highlands County Personnel, P.O. Box 1926, Sebring, Fla. 33871 through October 14, 1994. For additional information contact 813/386-6509. EOE/VP & Drugfree Workplace.

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much energy is going into forming the schools, and how quickly and decisively people move on their problems."

Why do communities need charter schools at all? The Democratic Leadership Council, in its new handbook, "Charter Schools — Handbook for Action," cites the opportunity to launch better schools in which strongly motivated teachers are freed from many stultifying public school rules and regulations.

A second reason: By creating competition for enrollments, charter schools (which normally get the same per-capita public payment as regular public schools) are supposed to create leverage — to put pressure on traditional schools to improve, so they won't lose students to the new charters.

The big difference between successful and less successful charter states, Kolderie asserts, is whether the local school district has a monopoly in approving charters. Leave

the local school district in charge, he notes, and little happens — why, after all, rock the boat if your students are required by state law to show up, you enjoy guaranteed per-pupil financing, and you have hundreds or thousands of employees lobbying you for job security?

But when some independent group gets permission to approve new charter schools — a state charter board, for example — then change has a chance, more new charters get approved, and as Kolderie notes, "ripple effect" of reform and innovation are felt through the system.

The irony is that as soon as charters or contracted schools appear, the old education establishment starts watching eagle-eyed to see if student performance improves — a degree of accountability they rarely apply to themselves.

EAI, for example, is under heavy fire from the American Federation of Teachers for failing to increase

test scores quickly, as it promised, in either Baltimore or Miami. It incurred AFT's wrath by substituting low-paid, non-union interns for unionized teaching assistants in Baltimore classrooms.

Yet under EAI, Baltimore's Harlem Park Elementary School no longer has bullet-riddled walls, broken windows and roaches. Baltimore School Superintendent Walter Amphrey reports the EAI-run schools showing "unprecedented gains in school climate, student attendance, less disruption and violence, an environment of hope and high expectations for young people."

Only the future will tell whether charter and contract schools can provide better results than today's public school monopolies. Unlike regular public schools, they must either produce — or expire. For the kids' sake, they clearly deserve a try.

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Job Market - Classified Rate Schedule

Rates: \$5 per line.
(You can figure the approximate cost of an ad by counting the number of characters, including spaces and punctuation marks, in your copy. One line consists of approximately 38 characters. Divide 38 into the number of characters in your ad. The resulting figure will give you the approximate number of lines. Multiply that figure by 5 to figure your approximate cost.)

Display Classified: \$30 per column inch.
Billing: Invoices will be sent after publication.

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

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

Be sure to include billing information along with copy.

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

MANAGER, ATLANTIC COUNTY ANIMAL SHELTER — ATLANTIC COUNTY, N.J.: Will supervise staff and direct the operations of a brand new facility designed to handle 12,000 animals annually. Candidate must have five years experience in a facility with a handling capacity of at least 6000 animals annually, two years of which serving as the manager or supervisor of the facility. Strong people skills for community outreach a must. Bachelor's Degree and a New Jersey (or comparable) Animal Control Officer's certification required. Send resume and salary requirements by October 17, 1994 to: Atlantic County Division of Human Resources, 1333 Atlantic Ave., Atlantic City, N.J. 08401, attention Robert Tomlinson.

PERSONNEL DIRECTOR —

NACo's 23RD ANNUAL EMPLOYMENT POLICY & HUMAN SERVICES CONFERENCE

Dallas County (Dallas), Texas

November 18-21, 1994

CONFERENCE REGISTRATION - POSTMARK DEADLINE - OCTOBER 21, 1994

Name _____ Mr/Mrs/Ms _____
 Title _____
 County _____
 Address _____ City _____ State _____ Zip _____
 Nickname _____ Telephone _____ Fax _____

WHAT IS YOUR MAIN AREA OF INTEREST?

- Aging Employment & Training Health Human Services

REGISTRATION FEES

	Postmarked by Oct. 14	Postmarked after Oct. 14
Member county attendee	<input type="checkbox"/> \$250	<input type="checkbox"/> \$295
Non-member county attendee	<input type="checkbox"/> \$300	<input type="checkbox"/> \$350
Other government attendee	<input type="checkbox"/> \$300	<input type="checkbox"/> \$350
Private sector attendee	<input type="checkbox"/> \$325	<input type="checkbox"/> \$375

PAYMENT METHOD: Conference registration fee must be received before registration can be processed. You may reserve your registration with a voucher or purchase order made payable to the National Association of Counties. However, a purchase order only holds registration; payment must be made before a badge is issued.

Check MasterCard Visa P.O. 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 cancellations are postmarked no later than October 21, 1994. Cancellation requests postmarked after October 21 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. All reservations received after October 21 will be confirmed subject to availability.

Room Reservation Name _____ Arrival Date _____
 Roommate Name _____ Departure Date _____
 Do You Have Any Special Housing Needs? _____

Please check desired accommodations: Loews Anatole: _____ Single/Double..... \$110 (Standard)

HOUSING DEPOSIT - Your room reservation can be reserved by either of the following methods:

1. Complete Credit Card Authorization below. This is fast and easy; your room will be reserved and guaranteed.
2. Send no payment now. We will reserve your room and send you an acknowledgement of your room reservation that will instruct you to pay the hotel directly in order to guarantee your room. Your room will not be guaranteed until the hotel receives your payment.

NOTE: The NACo Conference Registration Center will send you an acknowledgement within two weeks receipt of this form. The hotel will also send you an acknowledgement after your credit card is confirmed and payment is received. Do not send payments for hotel reservations to NACo Conference Registration Center. Send payments to the hotel indicated on your acknowledgement.

CREDIT CARD AUTHORIZATION MasterCard Visa American Express
 Card Number _____ Exp. Date _____
 Cardholder's Name _____

The NACo Housing Center is authorized to use the above card to guarantee my hotel reservation. I understand that one night's room charge will be billed through this card if I fail to arrive for my assigned housing at confirmed date, or if I depart earlier than I have confirmed, unless I have canceled my reservation with the hotel at least 48 hours in advance. The card may be debited as soon as the hotel receives my reservation.

Return completed form to:

NACo • Conference Registration Center • P.O. Box 79007 • Baltimore, MD 21279-0007