

County News

National Association of Counties • Washington, D.C.

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El Niño weather pattern expected to trigger floods, drought FEMA to hold summit for local officials Oct. 14-15

By Mary Ann Barton
senior staff writer

The Federal Emergency Management Agency (FEMA) is taking steps to prepare for floods, mudslides and hurricanes they say could be caused by erratic weather patterns caused by El Niño.

As Hurricane Nora formed in the Pacific earlier this month, Michael Armstrong, associate director for mitigation at the Federal Emergency Management Agency, was telling members of Congress how his agency plans to deal with El Niño.

"While we are best known for our response to disasters, the opportunities presented by the nation's attention on the El Niño point to some of our other critical responsibilities," he told members of the House Subcommittee on Energy and Environment, which is part of the Committee on Science.

"The nation's emergency management system is built on a partnership of local, state and federal governments, voluntary agencies, businesses, industry and individual citizens focused on saving lives and property and reducing the effects of disasters," he said.

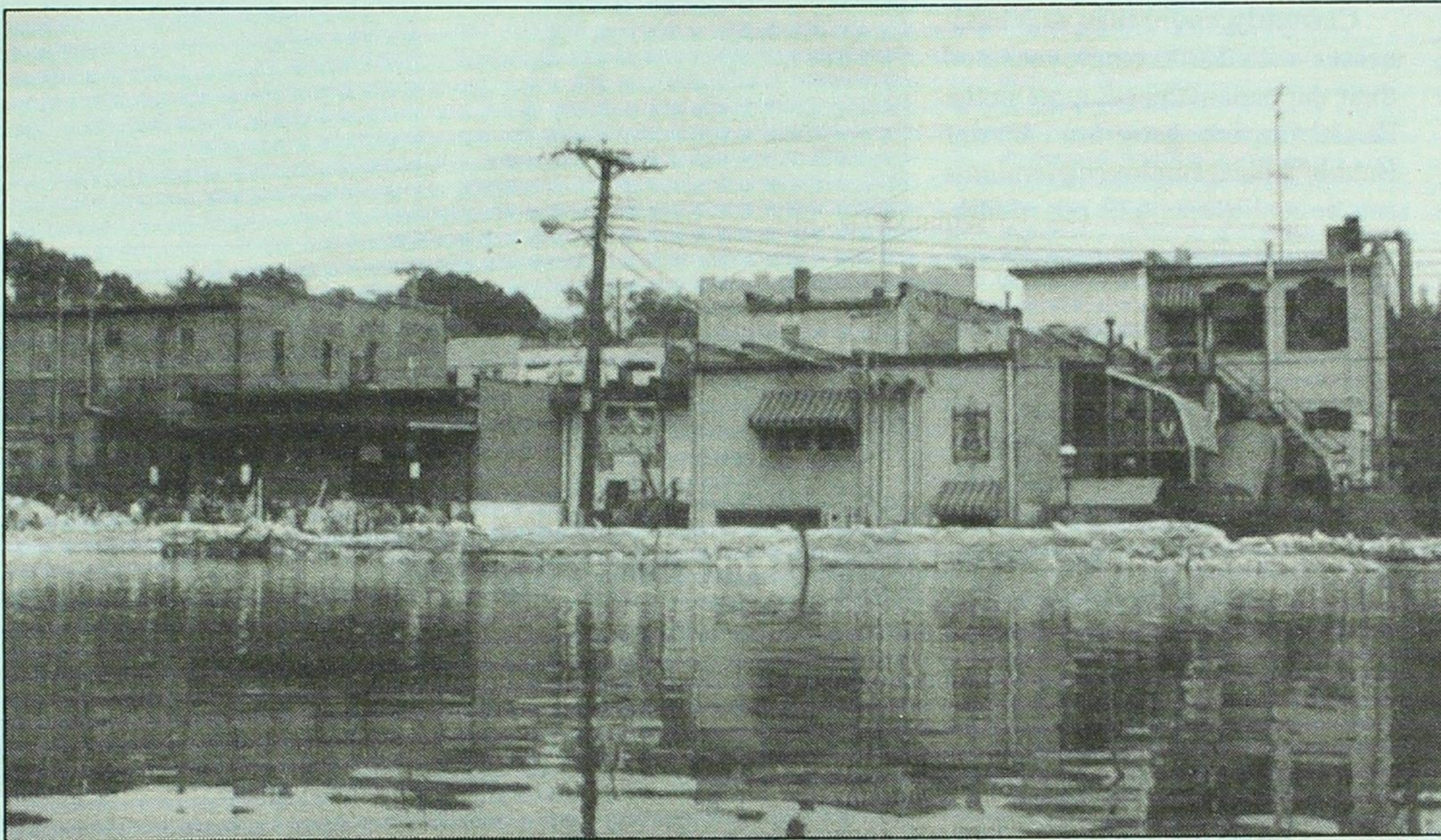


Photo courtesy of Jefferson County, Mo.

Weather forecasters are predicting that a changing El Niño will bring more severe weather, like the flooding shown here in Festus, Mo., in 1993.

What is El Niño?

El Niño is a seasonal ocean current flowing along the coast of northern Peru that normally extends a few degrees south of the equator; it peaks between January and March.

Some years though, El Niño flows further south, changing ocean currents and drastically altering the world's weather patterns.

Hermosa Beach and Seal Beach.

El Niño this year has already spawned Hurricane Linda, the strongest hurricane on record in the eastern Pacific, and Hurricane Nora.

During 1982-83, El Niño resulted in floods in California, Utah, and Louisiana, causing more than \$2 billion in damage. Worldwide, nearly 2,000 people died and it

caused \$13 billion in damage. Now, El Niño is back and FEMA officials are urging local government officials to prepare for increased flooding.

FEMA officials are holding two El Niño summits for local officials. The first El Niño summit, for officials from western states, will take place Oct. 14-15 in Los Angeles. The location and date of the second summit, for officials from the southeastern United States, where it is expected to be wetter and colder this winter, will be announced at a later date.

FEMA urges compliance with National Flood Insurance Program

Currently, about 19,000 com-

munities across the country participate in the National Flood Insurance Program (NFIP), according to FEMA. These communi-

See *EL NIÑO*, page 6

House committee puts brakes on ISTEА

By Mary Ann Barton
senior staff writer

A House committee agreed last week to extend the nation's transportation program through March 31, possibly stalling Congress' major rewrite of the ISTEА program until next year in a move that could be beneficial to counties in the long run.

The Intermodal Surface Transportation Efficiency Act or ISTEА provides federal funding for highways, bridges and mass transit systems. It was due to expire Sept. 30.

On Sept. 24, the House Transportation and Infrastructure Committee approved by voice vote an \$11.5 billion, six-month extension to keep states' federal highway funding at current levels until a decision is made on the legislation.

The committee also made changes to H.R. 2400 (the Building Efficient Surface Transportation Equity Act of

See *ISTEА*, page 3

EPA readies rules to regulate county stormwater dischargers

By Diane S. Shea
associate legislative director

EPA has released its draft of a proposed regulation on stormwater runoff, which for the first time will require states to issue Clean Water Act discharge permits for counties and cities within urbanized areas — 50,000-100,000 population — that are not already regulated. The regulation is expected to be published in the *Federal Register* on Nov. 25, with final promulgation in March 1999.

For the last two years, EPA has been working under a court-ordered consent decree with the National Resources Defense Council (NRDC) to write new rules to implement Phase II of the stormwater runoff program.

Phase I applied to only 47 counties, while the Phase II regulation is expected to apply to at least 545 counties.

In most states, the state water permitting agency would be responsible for issuing National Pollutant Discharge Elimination System (NPDES) permits to counties covered by the new rule. The regulation would also require states to issue NPDES permits for construction sites that disturb from one to five acres of land. EPA's proposal would exempt some construction sites if they meet certain criteria.

Permits would require counties to:

- map their stormwater drainage systems (including ditches)

See *STORMWATER*, page 3

MAILING LABEL SPACE

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rogram.)

HealthChoice — keeping businesses in Wayne County

Health care program in southeast Michigan works to keep businesses healthy

By Carol Hopkins
Wayne County, Mich.

Paul Bresette, owner of Ojibway Inc., a Michigan firm that cleans structural steel for automotive suppliers, had never been able to offer his 10 employees any kind of health coverage. "I just couldn't afford it," he says.

Then almost two years ago, he heard an ad on the radio for HealthChoice, a health care program managed by Wayne County, Mich., and found out more. He then passed on the information to employees. "Everyone wanted it," says the business owner, based in Ecorse, Mich. Today, Bresette is confident his employees are getting good medical care. "I'm sold on it."

HealthChoice, a health care program which offers comprehensive treatment and preventative health care services to Wayne County businesses that don't have any health coverage, has been available to residents since 1994. It is

believed to be the only county program of its kind in the country.

HealthChoice clients include business owners who employ five or more people and who have at least 50 percent of their work force averaging a wage of \$10 an hour or less. Employers, employees and HealthChoice each chip in one-third of the cost of coverage.

Currently, more than 460 businesses with 5,000 employees and their dependents participate in the HealthChoice program. Under HealthChoice, employee premiums can be as little as \$39 per month. Doctor appointments cost \$5 per visit.

"This partnership means business owners can offer their employees a wide selection of health care providers," says Wayne County Executive Edward H. McNamara, under whose leadership the county developed the program.

Affordable health care motivates employees to stay in the area and on the job, McNamara explains. He adds: "And we want to keep people



County Executive Edward McNamara (left) of Wayne County, Mich., greets Salem Darany, proprietor of the Big Boy restaurant in Wyandotte, Mich., an enthusiastic HealthChoice participant, at a recent ceremony celebrating the growth of HealthChoice.

working in Wayne County."

HealthChoice, and its sister program for the indigent, PlusCare, are

administered by the county at a cost of \$14 million for both. Wayne County's overall operating budget is

approximately \$1 billion. Currently there are 5,500 individuals enrolled in HealthChoice and 36,000 patients in the PlusCare program.

HealthChoice contracts with the following providers: A Total HealthChoice and DMC Care, MCHC, designed by the University of Michigan Health System in affiliation with MCARE and ULTICARE. Benefits for all programs include prescription drugs and X-rays. Supplemental coverage on services such as vision and dental care are available.

For more information about HealthChoice call 800/WELLNESS (800/935-5669).

(Carol Hopkins is with Wayne County's Health and Community Services Department.)

HealthChoice Fact Sheet

HealthChoice is a managed care program that provides comprehensive health care coverage to Wayne County businesses employing five or more employees.

To qualify, companies must,

- have at least five employees
 - not have offered health care benefits in the past year
 - involve a work force where 50 percent of employees average less than \$10 an hour
 - have 90 percent of the business in Wayne County
- Employees of the businesses must,
- be ineligible for other health benefits and
 - work at least 20 hours per week.

Basic Covered Services

Physician Services: \$5 per patient
Hospital Services: \$5 per day to 20 days per patient
Emergency Health Services: \$25 per visit
not admitted at participating providers, at nonparticipating providers of the managed care provider located in Wayne County, Oakland, Macomb, Washtenaw or Monroe counties if not admitted.

Prescription drug service: \$5 per generic prescription, \$10 per brand name. Home Health: \$5 per visit.

Counties eligible for wetlands grants

By Abigail Friedman
research associate

EPA has expanded its State/Tribal Wetlands Grant Program to include local government grant recipients. For FY98, \$15 million in grant funds are available to eligible state, tribal and local governments to develop or refine existing wetlands protection programs. Grant funds have been allocated to each of EPA's 10 regional offices.

Regional offices have been encouraged to target at least 15 percent of their allocations to local government and tribal applicants. A 25 percent funding match is required for all projects.

Local governmental entities eligible to receive funds include county, city and regional government agencies; flood control districts; water management districts; and regional planning commissions. The grant program will support projects in two broad categories of wet-

lands/watershed protection projects and river corridor/wetlands restoration.

EPA will give priority to local government projects that involve cooperative restoration, voluntary efforts, incentive programs, joint public/private partnerships and consensus-based watershed planning. Funding priority will also be given to projects that develop partnerships among federal, state and local governments and other entities involved in wetlands protection, restoration, monitoring and/or management.

Grant guidance may be downloaded from EPA's Internet homepage <<http://www.epa.gov/owow/wetlands/98grant.html>>, or mailed upon request by calling the EPA Wetlands information hotline at 800/832-7828.

Each of the 10 regional offices have grant application packages available for local governments in designated states (see box). Grant application due dates and contact information for EPA regional offices are also listed.

Contacts

Region	Due Date	Contact	Phone Number
1	not established	Cathy Manwaring	617/565-3227
2	Dec. 15	John Cantilli	212/637-3810
3	Sept. 30	Alva Brunner	215/566-2715
4	Dec. 1	Rhonda Evans	404/562-9369
5	Dec. 15	Sue Elston	312/886-6115
6	Sept. 30	Pam Mintz	214/665-8334
7	Jan. 2	Ann Jacobs	913/551-7930
8	Dec. 3	Dave Rathke	303/312-6223
9	Dec. 1	Suzanne Marr	415/744-1974
10	Dec. 19	Steve Roy	206/553-6221

EPA regional offices and state breakdown

Region 1	Conn., Maine, Mass., N.H., R.I., Vt.
Region 2	N.J., N.Y., Puerto Rico, Virgin Islands
Region 3	Del., D.C., Md., Pa., Va., W.Va.
Region 4	Ala., Fla., Ga., Ky., Miss., N.C., S.C., Tenn.
Region 5	Ill., Ind., Mich., Minn., Ohio, Wis.
Region 6	Ark., La., N.M., Okla., Texas
Region 7	Iowa, Kan., Mo., Neb.
Region 8	Colo., Mont., N.D., S.D., Utah, Wyo.
Region 9	Ariz., Calif., Hawaii, Nev., American Samoa, Guam
Region 10	Alaska, Idaho, Ore., Wash.

Many counties have formed community partnerships to work on wetlands protection and restoration.

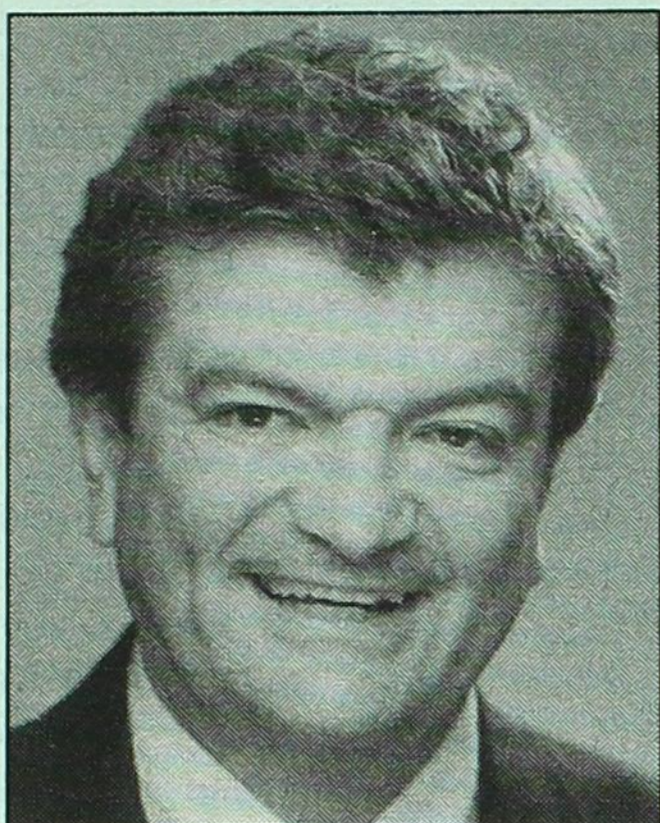
(For more information on county wetlands efforts and NACo's Wetlands Protection Project, call Abby Friedman at 202/942-4225; or e-mail: afriedma@naco.org.)

County News invites Letters to the Editor

If you have a compliment, complaint or different point of view, let us know. Please include a phone number with your letter. Mail, fax or e-mail to: County News, NACo, 440 First St., N.W., Washington, DC 20001-2080; 202/393-2630; cnews@naco.org.

Randy Johnson Reports

Turning the lights on electric utility restructuring



Randy Johnson
NACo President

The resulting competition among electric power suppliers means that new purchasing options will exist with the promise of lower costs for many consumers.

resulting in job losses and a reduced tax base. If local utilities are unable to compete with out-of-state power suppliers, their assessments could decline, prompting a decrease in local tax revenues.

Some proposals threaten to preempt local authority over taxing franchises, zoning and rights of way. Businesses that are small energy users or residents who depend upon assistance in paying electricity bills, may be "lost in the shuffle" and end up paying more for electricity.

Twelve states have already passed legislation restructuring the way that utilities sell electricity, and others are considering legislation. Congress has begun hearings on federal legislation which mandates that states offer consumers the ability to choose their electricity supplier. The issues the federal government will address go directly to the heart of federalism: the rights of local government, environmental protection, corporate welfare and preemption of state authority.

What should county leaders do to prepare?

First, we must educate ourselves about how the utility industry is organized and the role that private utilities, public power agencies, and rural electric co-ops play in providing electricity to our communities.

Second, we must stay updated on what is happening in Congress and our state legislatures.

Third, we must analyze current energy usage, costs and billing procedures for county operations. Armed with this information we can begin to assess how various proposals may affect our communities.

Finally, we should begin now to make certain our congressional representatives and state legislators understand the potential consequences of their actions, and insist that any new legislation preserves our ability to protect our communities.

NACo will help. We will continue to provide workshops and informational sessions at NACo annual and legislative conferences in

1998. We are considering a national conference or a series of regional conferences specifically designed for local government leaders.

A NACo advisory committee on electric utility restructuring has been established, with Commissioner Wayne Hill, Gwinnett County, Ga., as chair and Commissioner Donn Wolf, Oakland County, Mich. as co-chair. The committee will help develop the agenda for the conferences and other educational information for counties. Please contact me (612/348-7885) if you are interested in serving on the advisory committee.

In addition, Public Technology, Inc. (PTI), the nonprofit technology research and development organization of NACo, the National League of Cities and the International City/County Management Association, has published an excellent primer on utility restructuring. *Keeping the Lights On* introduces the issues and concepts and defines the key terms that are central to the restructuring debate. Call PTI at 202/626-2400 to order a copy.

The outcome of this transition to a more competitive utility market will set the stage for future debates over the local and state government authority on such issues as the environment, the economy, technology choices and energy distribution. Working together, counties will be ready.

The U.S. Congress, and almost every state legislature, is considering how the electric utility industry should be restructured. The resulting competition among electric power suppliers means that new purchasing options will exist with the promise of lower costs for many consumers. Significant potential benefits for counties exist, but also some potential problems.

The annual electric bill for the courthouse, the jail, the county garage and all the other county buildings is usually one of the most expensive items in our budgets. Electricity costs for many of our constituents are also high.

Electric utility deregulation will change the way local governments buy their electricity, potentially lower the amount we pay by as much as 15 percent. According to some experts, it will offer new alternatives for infrastructure maintenance. As large energy consumers, counties will be particularly attractive customers to large utility companies

and may be able to negotiate lower-priced power as new companies enter the electricity market.

However, deregulation poses risks for some counties. Lower electricity prices in neighboring states or localities could drive industry to relocate,

STORMWATER from page 1

- implement and enforce a plan to address illicit discharges and illegal dumping in storm sewers
- develop a public education program on steps to reduce stormwater pollution; implement and enforce a program to reduce runoff from construction sites, new development and development projects, and
- prevent runoff of pollutants as a result of county operations.

Counties would also be required to

undertake best management practices to ensure that violations of water quality standards do not occur.

The regulation has been discussed and reviewed with a federal advisory committee for nearly two years, although most recommendations made by NACo and other local government organizations were not accepted by EPA. A copy of the proposed draft regulation is available from NACo, at 202/942-4269.

ISTEA from page 1

ISTEA (or BESTEA), changing it from a five-year, \$103 billion plan to a six-year, \$218 billion measure that the committee will use as a starting point when Congress convenes in January. The move by the committee to delay action could mean increased transportation spending.

The Congressional Budget Office predicts \$135 billion in revenues above the amount estimated in the recently passed budget agreement.

"There is a big plus to holding off signing the big bill until next spring," Rep. Bud Shuster (R-Pa.), chairman of the House Transportation and Infrastructure Committee.

"There will be a debate on how we spend and what we do with the additional revenues flowing to the federal government. If we pass it now, we could be frozen out of debate."

Palm Beach County Commissioner Paul Roberts, who chairs NACo's Transportation and Telecommunications Steering Committee, said the

decision could be helpful to counties. "If Chairman Shuster thinks he can get some of that budget surplus, than it bodes well for counties. We could use extra funding for mass transit for both rural and urban counties."

The move also averts embarrassment on the House floor, because Shuster's bill would have broken the balanced budget agreement by at least \$27 billion. House leaders asked to delay action to avoid a floor fight.

"The committee-approved amendments to BESTEA would ensure that any additional BESTEA authorizations above the levels assumed in the [balanced] budget agreement will be fully covered by new revenues and will not be made available if the budget agreement deficit targets are not met," Shuster noted last week.

Two Senate committees have passed their own six-year ISTEA bills. Debate on the Senate legislation is scheduled to begin Oct. 7.

Tower Site Report

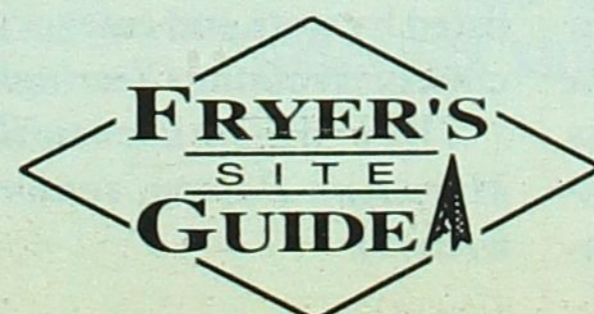
Fryer's Site Guide, the nation's leading resource of tower site data, has compiled a report on telecommunications sites (not just on towers but on rooftops, water towers and grain silos) throughout your state, region, county and city. A report of potential tower sites can help expedite and expand emergency communication services, prove useful to companies looking to service or locate their communications facilities in your county or help promote co-location on existing sites eliminating costly delays and unsightly construction. Call for a sample report and put your county's telecommunications facilities on the map.

Data report features latitude, longitude, structure height, ground elevation, tower type, contact name and, wherever possible, phone number of the site owner or manager.

Data report hard copy/diskette
 County \$250/\$350
 State: \$1,000/\$1,250

Data & map report:
 County \$650/\$1,000
 State: \$5,000/\$6,500

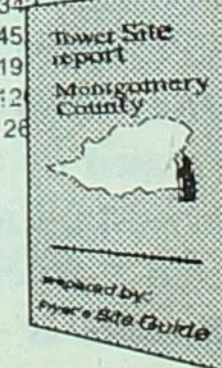
#	City/Town	proximity/address	latitude	longitude	ht	elev	type	contact
1337	Bolton	Rt 403 & Hwy 72	41°47'56"	72°26'33"	125	979	W	Springfield Water C
1336	Danbury	2703 W Hwy 43	41°21'47"	73°26'36"	200	946		Rowen College
1337	Easton	134 Main St.	41°15'05"	73°17'01"	70	650		RFM Facilities Mgr
1338	Glastonbury	John Tom Hill	41°42'30"	72°28'26"	195	1056	R	APEX Site Leasir
1339	Memphis	4031 Winchester	41°03'04"	72°55'47"	100	400		Auto Cool
1340	Raleigh	Raleigh Bartlett Rd	41°12'17"	72°54'50"	358	608		Bartlett Media
1341	Memphis	Hawkins Mill	41°14'11"	72°57'43"	277	597		Belz B/C
1342	Capleville	5401 Shelby Drive	42°02'25"	72°54'45"	130	450		Burlington Northe
1343	Memphis	165 Madison Ave.	41°08'38"	72°03'03"	342			L. Fox
1344	Memphis	100 N Main	42°08'53"	71°03'05"	45			Moore Comm
1445	Hartford	60 West Lington Av	41°45'38"	72°40'55"	19			Hwy Dept
1446	Meriden	Meriden Mtn.	41°33'52"	72°50'36"	12			ola Network
1447	Rochester	Cathedral St.	38°55'50"	77°04'16"	26			AZ TV



610 284-9289
& Electronic Data Services

84 N. Lansdowne Ave., #300
 Lansdowne, PA 19050
 fax: 610 622-1697

<http://www.fryersguide.com>





This is the start of a regular column about Internet-related news. The column will include information about innovative county Web sites and Internet addresses of interest to counties.

If you have Internet-related news you'd like to share or have any ideas about what you'd like to see in the column, please send it to: Web Watch, County News, 440 First St. N.W., Washington, DC 20001 or send your news via e-mail to: <mbarton@naco.org>.

A one-stop shop on the Info Highway

It hasn't officially opened yet, but sneak a peek at a new, one-stop Web site, U.S. State & Local Gateway, put together by the feds exclusively for local government. (VP Al Gore will officially open the site soon.)

Information is displayed by subject rather than by agency. Subjects include communities/commerce; disasters/emergencies; education; environment/energy; families/children; health; housing; money matters; public safety; transportation/infrastructure and workforce development.

A team of 15 federal agencies is working on the site and wants your input. So check out <www.state.local.gov> now and let them know!

NACo and other local government associations are partners in the project. Thanks to NACo Information Technology Vice-Chair Jono Hildner for alerting Web Watch to the site. Hildner is director of human services for Clackamas County, Ore.

Disaster preparation just a click away

With all the talk of El Niño creating havoc with the world's weather, counties across the country will be wondering how to best prepare. Disaster-prone counties may get some ideas at a site created by the St. Charles County, Mo. Emergency Management Agency. The address for the site is <www.win.org/county/depts/emergenc/menueme.htm>.

The agency has won an award from the International Emergency Resource Center.

I left my cursor ... in San Francisco

Take a look at the SAN FRANCISCO official Web site; it has a visually exciting page <www.ci.sf.ca.us/index.htm> that looks like something straight out of the Jetsons cartoon show. The home page was produced by TDC/The Design Company, San Francisco.

Run, don't walk to ...

ARLINGTON COUNTY, Va. recently added a new feature to its Commuter Page <www.co.arlington.va.us/commute/>. Visitors to the site may now purchase fares online, not only to buy passes to the Metro subway (which reaches the entire Washington, D.C. area), but also to Virginia Railway Express and Maryland Rail Commuter Service. The page also includes information about bicycling, car pools and traffic conditions.

Economic development on the Internet

Is your county looking to create a Web site to stimulate economic development and attract new businesses?

The DAKOTA COUNTY, Minn. Economic Development Partnership has developed a site to "position itself as a world-class competitor in the global marketplace," according to its recent newsletter.

The site provides information that site locators need to assess an area as a candidate for business relocation, including: transportation, workforce, community pro-

files, demographics, finance programs and buildings and sites. Visit the Website at <www.dcedp.org>.

An Apple (OK, a PC) for teacher?

Spread the word: Your county schools may be eligible for \$1,000 mini-grants from Compaq Computer Corp. The grants are being given to reward teachers for innovative teaching methods using technology. For more information, go to <www.compaq.com/corporate/contrib/educatio.html>.

And closer to home ...

Check out the new look for the NACo Web site, at <www.naco.org/newtest.htm>. The new design should be easier to navigate and be more user-friendly, according to Susan Kim, the NACo graphic designer who produced the new look. She'd like your comments and suggestions on how to improve the site—just e-mail them to <skim@naco.org>.

A new table of contents lists NACo departments: Legislative, Public Affairs, Information Technology, and Public/Private Partnerships. There are also sections for Member Counties, Affiliates, Publications and Conferences.

Also new at the current NACo Web site <www.naco.org> is updated information in the Training Clearinghouse, with an extensive list of county official/employee training opportunities, listed by state and category. Just click on Training Clearinghouse.

(Web Watch is compiled by Mary Ann Barton, senior staff writer.)

Grand Traverse County "un-paves" the way to control stormwater

By Mary Ann Barton
senior staff writer

Did you know the United States has 50 percent more pavement than it did before World War II?

That's the kind of information Thomas Schueler has in the back of his head as executive director of the Center for Watershed Protection. And it's one of the reasons why county officials need to explore more sensible growth. But more about that later.

The Silver Spring, Md.-based Schueler met recently with northern Michigan county officials, planners and growth managers for a special conference on pavement or as it's called in such circles, "impervious surfaces."

Schueler began the meeting (held in Grand Traverse County, a leader in stormwater management practices) by defining impervious surfaces—roads, driveways, parking lots and roofs of buildings; basically, hardened surfaces that don't absorb stormwater.

Impervious areas within a watershed (the area of land that catches rain and snow), he noted, contribute to the accumulation and delivery of stormwater and pollut-

See PAVEMENT, page 5

Practical Watershed Protection

A State of the Art "How-To" for Protecting Growing Watersheds

Nov. 20-21
8:30 a.m.-4:30 p.m.
Silver Spring, Md.

Presented by
Center for Watershed Protection

Sponsored by
NACo

Two Ways To Register

1. Call the Center for Watershed Protection at 301/588-1890.

2. Visit NACo's homepage at <www.naco.org>. Click workshop announcement <http://www.pipeline.com/~mrrunoff/workshop.htm> under "What's New at NACo." Register by Nov. 14.

(For more information contact Abby Friedman at NACo, 202/942-4225 or e-mail afriedma@naco.org.)

County News

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

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Hats Off ... to Health

Montgomery County, Md. — Many uninsured or underinsured women cannot afford to have regular mammograms and clinical breast exams or Papsmears. These services can dramatically reduce breast and cervical cancer deaths. In order to help reduce breast and cervical cancer mortality in Montgomery County, the "Women's Cancer Control Program" offers free breast and cervical cancer screening to uninsured, low-income women, ages 50 and older. Eligible women receive vouchers along with lists of 20 private medical providers, and 15 facilities under contract with the program.

Supported by a variety of media strategies, outreach workers seek out and motivate women in targeted populations.

Funded by a grant from the Federal Centers for Disease Control, the program works in partnership with 20 private medical providers, four radiology facilities with multiple sites, and three hospitals which provide services. The program assists women who need further diagnosis and treatment in accessing the state's special treatment fund. Since the program began, approximately 2,500 women have been screened. Twenty-eight women have been diagnosed with breast cancer and were offered free treatment and eleven women have been diagnosed with cervical cancer or pre-cancer and offered free treatment. Montgomery County has experienced a significant decline in breast cancer mortality since the inception of the "Women's Cancer Control Program."

Prince George's County, Md. — Although breastmilk is a natural baby food source, fewer than 60 percent of mothers in the general population choose breastfeeding as the method for feeding their infants. Prince George's County Health Department's WIC Program has organized "Breastfeed-ing Baby Showers" to bring together pregnant WIC participants to encourage and support their decision to breastfeed their infants. These showers include group discussions, presentations by participants who are breastfeeding, use of a game to disseminate information in an interesting format, and distribution of samples and informational brochures.

The purpose of "Breastfeeding Baby Showers" is twofold: Prince George's County has experienced a steady increase in breastfeeding initiation and the positive effects

of breastfeeding on maternal and child health reduce the financial burden on the family and the health care system. The cost of each baby shower is between \$40-\$50 and includes the cost of the gift items and refreshments.

McHenry County, Ill. — Automobile accidents are ranked number one in years of potential life lost in McHenry County. In 1994 a survey produced by Health System Research for McHenry County indicated 68 percent of the surveyed individuals always use seat belts. The goal for the year 2000 is to increase the number of individuals who always use seat belts to 80 percent. The survey results helped the County develop the "Little Convincer Program."

This program targeted injury prevention education in the area of occupant restraints to children in kindergarten and grade one, since the Illinois Child Passenger Protection Act only requires children up to the age of five to be secured either in a safety seat or safety belt. The "Little Convincer Program" uses a device to teach kindergarten and first-grade students safe behavior as a passenger in a vehicle.

The Little Convincer, like a high chair with seat belts, tilts forward to demonstrate the positive effect of wearing a seat belt. The program mascot, Wile E. Coyote, is used to demonstrate and keep students involved and entertained.

Most children know of Wile E. Coyote and his antics from cartoon shows, so using him to describe safe passenger behavior and proper seat belt usage makes an impact on young program participants.

Role playing and verbal pre-and post tests are given, which are recorded by a show of hands. Handouts such as pencils, key tags, coloring sheets, and "buckle up" bumper stickers are provided at the end of the presentation, and are good reinforcement for the children at home.

Evaluations of the program are sent home for the parents to complete. This program is easily replicated and relatively inexpensive to develop and maintain.

For more information on these and other Achievement Award-winning programs, contact the Research Division at 202/393-6226.

(Hats Off was compiled by Angela M. Sides, research assistant.)

PAVEMENT from page 4

ants to aquatic systems such as marshes, streams, rivers, lakes or groundwater.

Over the past 20 years, watersheds with only 10 percent of paved areas covering it will begin to experience the first stages of stream degradation. Once it reaches 20 to 30 percent, fish, aquatic life and water quality will be dramatically degraded.

"Since World War II, the design of subdivisions, roads and driveways and the overall amount of pavement that has been put down is having a strong effect on streams and rivers," Schueler said.

About two-thirds of total impervious cover is made up of surfaces relating to cars with the remaining third from rooftops, he said.

In Grand Traverse County, Drain Commissioner Maureen Templeton's office has mapped impervious cover in three sub-watersheds of Grand Traverse Bay (Lake Michigan), where rapidly increasing urban development is a major concern.

Impervious surface coverage has been identified as an appropriate unifying theme to coordinate and guide the efforts of water re-

source specialists and planning officials in preserving and protecting water quality in this tourist region. The impervious cover inventory in the watersheds was accomplished using 1995 aerial images.

The county will update the information in 2000, to compare the data and use the information as a watershed planning tool.

Counties can see big savings by reducing pavement, Schueler said. "The cost to fix streams after degradation is about \$1,000-\$1,600 per acre over a 20-year period," he said. "It is a very expensive process."

Schueler's recommendations include:

- Putting together a watershed plan and education project so residents will value and protect their water resources.
- Making changes in subdivision codes that call for narrower streets, along with reduced lengths and widths of driveways and parking lots.
- Making sure each county and township have a watershed map (subwatersheds should also be identified when measuring existing land use and impervious cover).

• Preparing a resource map for the public and developers that identifies the best places for development.

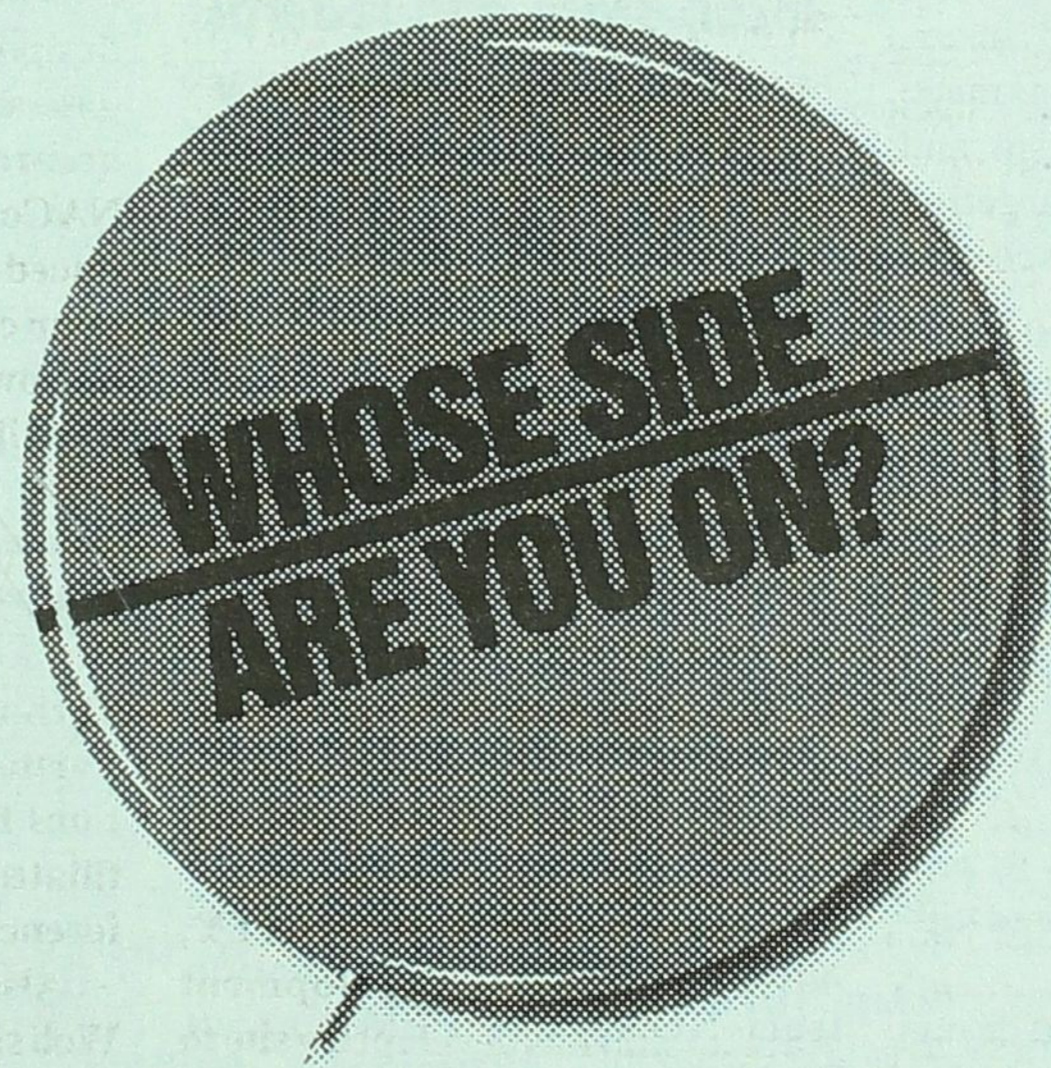
Schueler suggested a number of ways to deal with stormwater runoff caused by pavement, including: greenways, stream buffers, changes in zoning and subdivision ordinances, alternative surfaces, detention ponds, and stormwater wetlands.

The program was funded by NACo, the Conservation Fund, the National Oceanic and Atmospheric Administration and New Designs for Growth (a Traverse City Area Chamber of Commerce growth management program).

For more information about impervious surfaces, call the Center for Watershed Protection, at 301/589-1890. For more information about innovative stormwater control techniques used in Grand Traverse County, Mich., call 616/922-4624. For more information on NACo's Coastal Watershed Management Project, call Abby Friedman at 202/942-4225 or send e-mail to: <afriedman@naco.org>.

(Reporting for this article was by Greg Reisig.)

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Contact us at 1-888-544-KIDS or www.kidscampaigns.org to learn how you can help the Coalition for America's Children.

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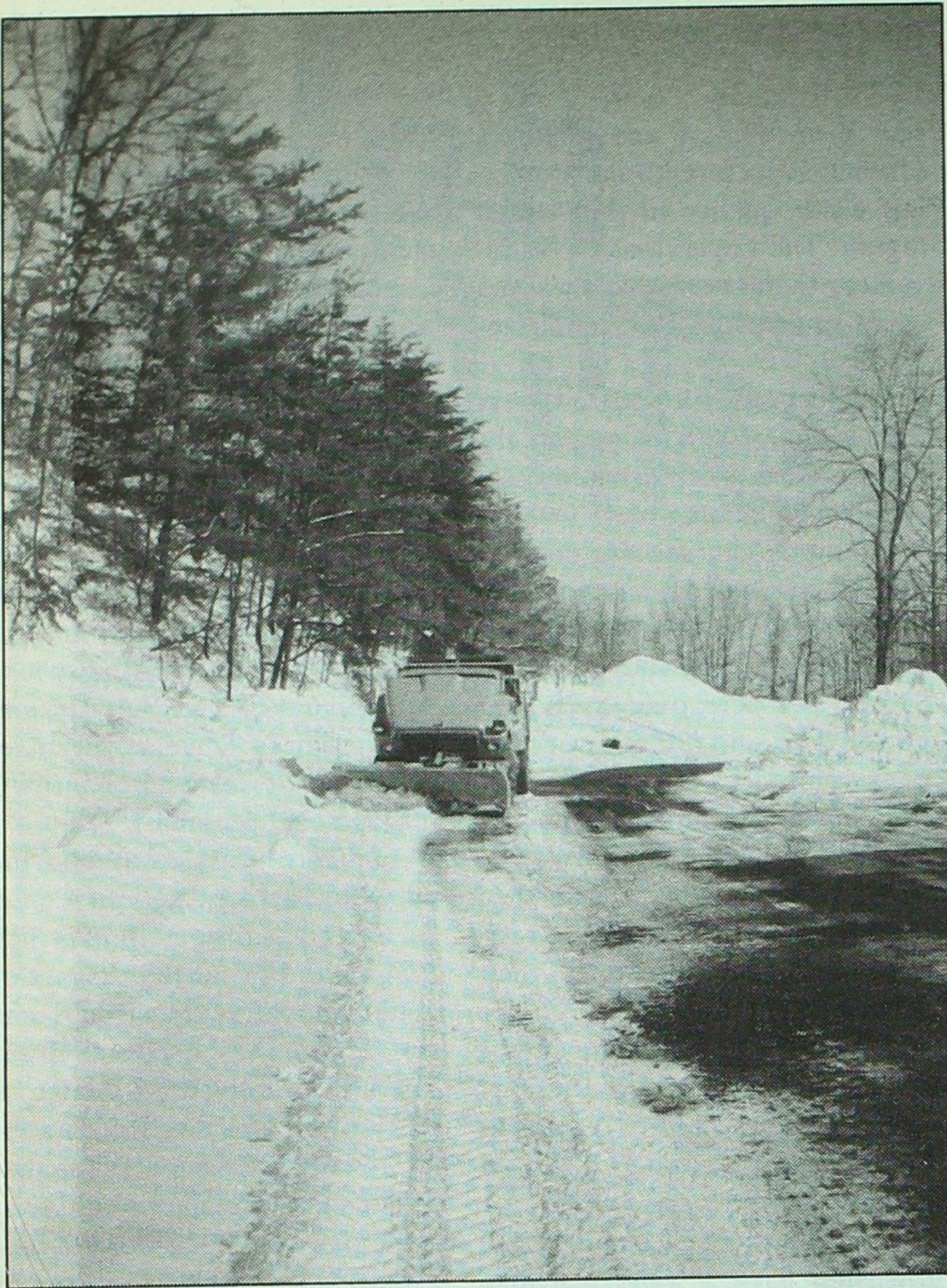


Photo by Kelly Schulman

Heavy snows kept road crews busy during the East Coast blizzard in 1994. Some scientists say that a volcanic eruption and an extended El Niño were responsible for the unusually harsh winter.

EL NIÑO from page 1

ties have adopted flood hazard maps which are the basis of local floodplain management planning.

The Federal Insurance Administration began a marketing plan on the radio Sept. 15 that encourages people to buy flood insurance, based on the predictions made about El Niño. The English and Spanish language ads are targeting Los Angeles, San Francisco and San Diego.

FEMA also advises taking other flood protection measures, such as:

- Elevating structure electric panels to at least 12 inches above the base flood elevation level. (The building permit office will have the base flood elevation levels for local areas.)
 - Anchoring fuel tanks to prevent them from floating and tipping over.
 - Elevating washers and dryers by placing them on a raised platform 12 inches above the base flood elevation.
 - Relocating water and central heating systems out of areas that may be subject to flooding.
 - Not storing hazardous materials in flood-prone areas.
- For updates on the El Niño weather pattern, visit the National Ocean and Atmospheric Agency's Climate Pre-

"The nation's emergency management system is built on a partnership of local, state and federal governments, voluntary agencies, businesses, industry and individual citizens..."

*Michael Armstrong
associate director for mitigation
Federal Emergency Management Agency*

diction Center on the Internet, at <<http://nic.fb4.noaa.gov>> under the section titled El Niño.

Pre-recorded radio news spots and public service announcements, with information from NOAA and FEMA about El Niño, are available on the FEMA Radio Network. To hear some samples, call 800/323-5248. Contact your local radio station about airing them.

(For more information about the summits, contact Donna Erat, intergovernmental affairs specialist at FEMA, at 202/646-2889. Or contact her by e-mail at <derat@fema.gov>.)

FEMA seeks to create "disaster-resistant" communities

Seven counties chosen to participate in pilot program

By Mary Ann Barton
senior staff writer

The Federal Emergency Management Agency (FEMA) has chosen seven counties to participate in a pilot program to create "disaster resistant" communities in hopes of saving millions of dollars when the next disaster strikes.

The theory is that if they can spend a little money on preparation on the front end, FEMA and state and local governments and businesses won't pay so much after disaster strikes.

The seven counties are: Allegany County, Md.; Randolph and Tucker counties, W. Va.; Broward County, Fla.; New Hanover County, N.C.; Jackson County, Miss., and King County, Wash.

The pilot program was created this year, after FEMA received \$2 million from Congress specifically to support pre-disaster mitigation programs. Some of that money will go to pay mitigation consultants who will work with the counties. Funding is also coming from the counties and the states.

The Clinton Administration has requested \$50 million from Congress for fiscal '98 to continue the initiative. The request is currently pending in conference.

FEMA is also planning a national hazard mitigation summit soon in Wilmington, N.C. *County News* will publish the dates when FEMA releases more information.

The counties chosen for the pilot program were picked because they have the right mix of business and political community support needed to "get the job done," said George Haddow, policy advisor to FEMA Director James Lee Witt. "Everybody at the table has a role. You have to identify the risks, decide what to do about it, and make a plan to limit destruction."

FEMA hopes to create a model program from the pilot program.

The counties were also chosen because they represent a "va-

riety of risk," Haddow said. That means the communities have been hit by a wide array of disasters — hurricanes, earthquakes and floods.

"We certainly have a serious hurricane threat," said Tony Carper, director, Broward County, Fla. director of emergency management. Carper met with FEMA officials about the pilot program Sept. 15-17.

The county was hit hard in 1992, when Hurricane Andrew hit Broward, Dade and Palm Beach counties. Broward, on the periphery of the storm, sustained \$100 million in damage.

Carper said counties can benefit if they "obtain recognition from the insurance industry and lending institutions to show we're better prepared for disaster." In short, counties can get better insurance rates and better bond ratings, he said.

Why is FEMA creating the program? The agency cites the huge cost — over the past five years, the average annual cost to FEMA has been \$2.4 billion — to house disaster victims, and rebuild community infrastructures and businesses. In the same timeframe, President Clinton has declared more than 200 disasters.

FEMA cites the following statistics in its mitigation efforts:

- For every \$1 spent in flood mitigation, \$2 are saved.
- Seismic mitigation is 1-2 percent of total construction cost.
- The Anheuser-Busch company avoided more than \$300 million in costs because it spent less than 6 percent of that amount on strengthening its brewery in Los Angeles against earthquakes.

Partnerships

Counties must seek partnerships with the private sector to address the disaster problem, FEMA notes in a paper outlining the pilot project. "We must begin to address disasters as a shared problem, a social and economic threat," the agency noted. The implementation of FEMA's proposed mitigation efforts relies on incentives, the agency says.

For instance, homeowners can be given a tax break if they add storm shutters to their home, Carper noted.

There are a wide range of in-

centives that can be reflected in agreements between counties and the private sector, such as:

- The financial sector — banks and insurance companies — clearly have an interest in the risk reduction of their investments. More importantly, each of the partners should be able to provide an incentive to achieve the goals of the initiative.

- FEMA will use, on a cost share basis, the pre-disaster mitigation funds to work with communities in order to reduce the losses in the public infrastructure and in order to leverage additional resources for risk reduction actions.

- Other federal agencies with investments in the community, such as HUD or the Small Business Administration, will be asked to commit the principles of disaster resistance and to create positive incentives for the use of mitigation measures in the delivery of their programs.

- The businesses located in your county can offer incentives to employee or customers.

- Your county can offer reasonable incentives, such as waivers of certain fees, to your citizens.

What else can counties do?

FEMA also lists what might seem like the obvious, but your county is disaster-prone consider: adopting and enforcing building codes that require new construction to be resistant to natural hazards such as wind, earthquakes and floods; manage growth to ensure sustainability; prioritize existing buildings' risk, and reduce the use of hazardous areas for non-essential or non-life threatening use.

Results of mitigation

Some of the results of preparing for disasters include stabilization of your economy against natural hazards, improved bond ratings for disaster-affected communities, enhanced community infrastructure, stimulation for jobs and economic growth and civic pride in working toward a common goal, FEMA says.

Reducing the impact of natural disasters: Land use planning overlooked tool

By Paul Devlin

Reducing the costs and suffering caused by natural disasters is fast becoming a national priority, and for good reason. The numbers are escalating to staggering proportions and relief funds from public treasuries will not go as far as they once did. That means counties and their local jurisdictions have no choice but to mitigate — in other words, to take action now to reduce the losses that would otherwise occur in the future.

Traditionally, mitigating the costs of natural disasters has taken the form of stronger building codes, stricter code enforcement, research into new construction methods and materials and education. With some exceptions, land use planning has generally taken a back seat to the other mitigation techniques.

The property insurance industry has taken an early role in loss mitigation. It was responsible for the first building codes in this country. But the insurance industry has never taken an active role in land use planning. Until now.

The Institute for Business and Home Safety (IBHS) — a non-profit organization funded by insurers — is taking the industry's first steps into the land use planning arena. Its initial work with Vanderburgh County in Indiana is unique and may serve as a model for future efforts of this type.

The role of the insurance industry

The Institute for Business and Home

Safety has one goal: to reduce losses from natural disasters. One of IBHS' strategies is to elevate the role of natural hazards in land use planning.

As part of its overall mission, IBHS and its partners have developed a program known as "Showcase Communities." The idea is to get counties or local jurisdictions to institutionalize the concept of disaster mitigation, just as they have already institutionalized the concept of fire prevention. Only when disaster mitigation becomes a community value will the country finally begin to put the brakes on the escalating losses.

IBHS and its partners have created a list of criteria that a county or city has to meet in order to qualify as a Showcase Community. What's in it for the community? Lower insurance premiums, better mortgage terms, discounts on building materials — if the IBHS partners pull it all together. Plus, the program just makes good sense.

The first Showcase Community was announced in July: Vanderburgh County and the City of Evansville, Ind. The announcement was made in front of an Evansville child day-care center that will be non-structurally retrofitted to reduce its vulnerability to the three primary natural perils that confront Vanderburgh County: earthquakes, flooding and tornadoes.

This announcement marked the first time that the insurance industry has been able to get an entire city and county to take specific, measurable steps across a broad spectrum of government functions to reduce natural hazard losses.

The mayor and city council, the city building department, chamber of commerce, county officials, Indiana State Emergency Management Agency and the governor of Indiana were all involved.

They started the process by issuing resolutions expressing their support of the Showcase Community program. The council and commissioners agreed to,

- assign responsibility to a single official to make sure that the Showcase project stays on the right track
- undertake a variety of education,

training, and outreach programs designed to increase awareness and knowledge of natural hazards in homes and businesses

- incorporate natural hazard awareness and reduction programs into the school curricula;
- maintain up-to-date emergency response and recovery plans; and
- modify the existing city/county land-use practices to make hazard vulnerability a factor in land-use decisions.

This is by no means a complete list of the things IBHS required Evansville and Vanderburgh to do. IBHS also made

sure that the jurisdictions had an appropriate building code, the means to enforce it well, a suitable fire suppression grade and numerous other items.

The beneficiaries will be the residents of Vanderburgh County. Many other localities have asked IBHS to consider them as well. At this point, IBHS is moving deliberately to make sure the program proceeds smoothly.

For more information, call Paul Devlin at IBHS: 617/722-0200, ext. 213; or visit the IBHS Web site at <www.ibhs.org>.

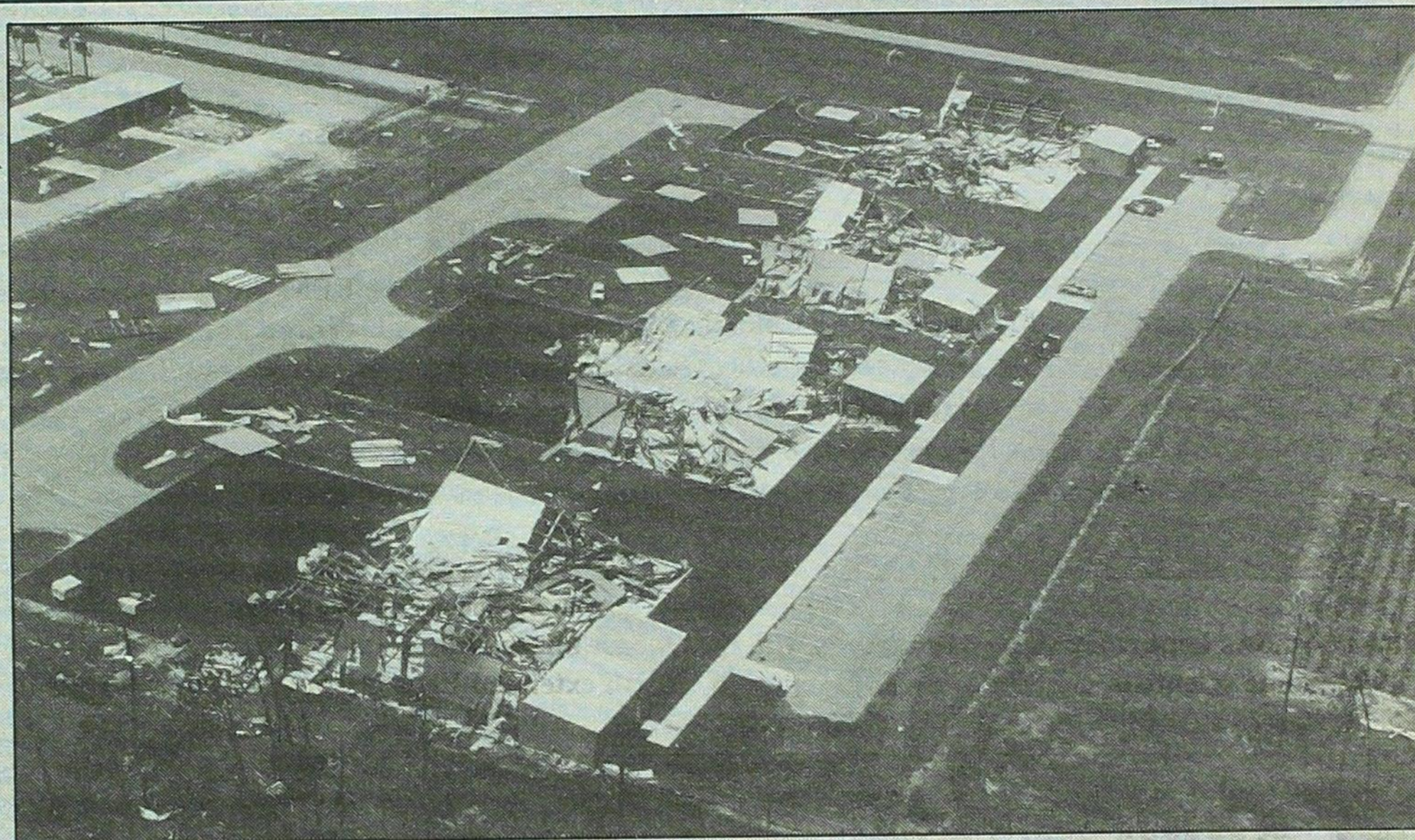


Photo courtesy of Metro-Dade County, Fla.

The Tamiami Airport lies flattened after Hurricane Andrew in 1992.

Disasters' Escalating Costs

Two of the most important factors contributing to the upward cost spiral of natural disasters are demographics and storm cycles. More people are moving to and building in the areas of the country most prone to natural disasters, such as the Southeast and Gulf coasts where hurricanes are most likely to occur and, of course, California, where earthquakes occur regularly.

Between 1970 and 1995, the population of the U.S. grew 29 percent, while the population of California went up 63 percent and the population of Florida more than doubled. The concentration of the nation's population directly in harm's way will continue.

The other factor: we seem to be coming out of a cyclical lull in hurricane activity. In the 40 years from 1910 to 1950, a total of 15 Category 3 hurricanes made landfall in the United States. In the next 40 years, there were only three. We are seven years into the current 40-year period, beginning in 1990, and have already had four.

The result has been a steady

climb in catastrophic losses. In the six years from 1991 to 1996, we have already experienced more than double the dollar losses in the entire 1980s and more than quadruple the losses in the 1970s.

How land use planning can help

How well we build our homes and businesses is the job of building codes. Where we build them is the job of land use planning. Natural hazards are a factor in all building codes. They should also be a factor in all land use planning. In some parts of the country, they are, but these are the exception.

Flooding is a special case. Keeping and moving structures out of areas that flood regularly makes obvious sense. Flooding tends to be predictable, both in its frequency and in its location. The result is adverse selection — only those in the highest risk areas purchase flood insurance.

Private insurers decided a long time ago that flooding in this country was uninsurable. The federal government, therefore, conducts nearly all of the underwriting and

funding of flood insurance at the primary level, although policy issuance, premium collection and claims processing may be administered by private insurers acting under contract with the federal government.

Because federal dollars are at stake, the federal government has taken a very active role in encouraging states to engage in land use planning for flooding.

But what about the other natural perils — such as earthquake, wind and wildfire? Thoughtful land use planning can make a difference here as well. But the federal government has not been nearly as active in pursuing land use planning to account for those perils. And the insurance industry, up to now, has had no role.

Some areas do a good job of incorporating hazard vulnerability in their land use planning. Oregon, Rhode Island and the North Carolina coastal counties are examples. However, for many parts of the country, there is little or no real land use planning and, consequently, no attention to planning for natural hazards.

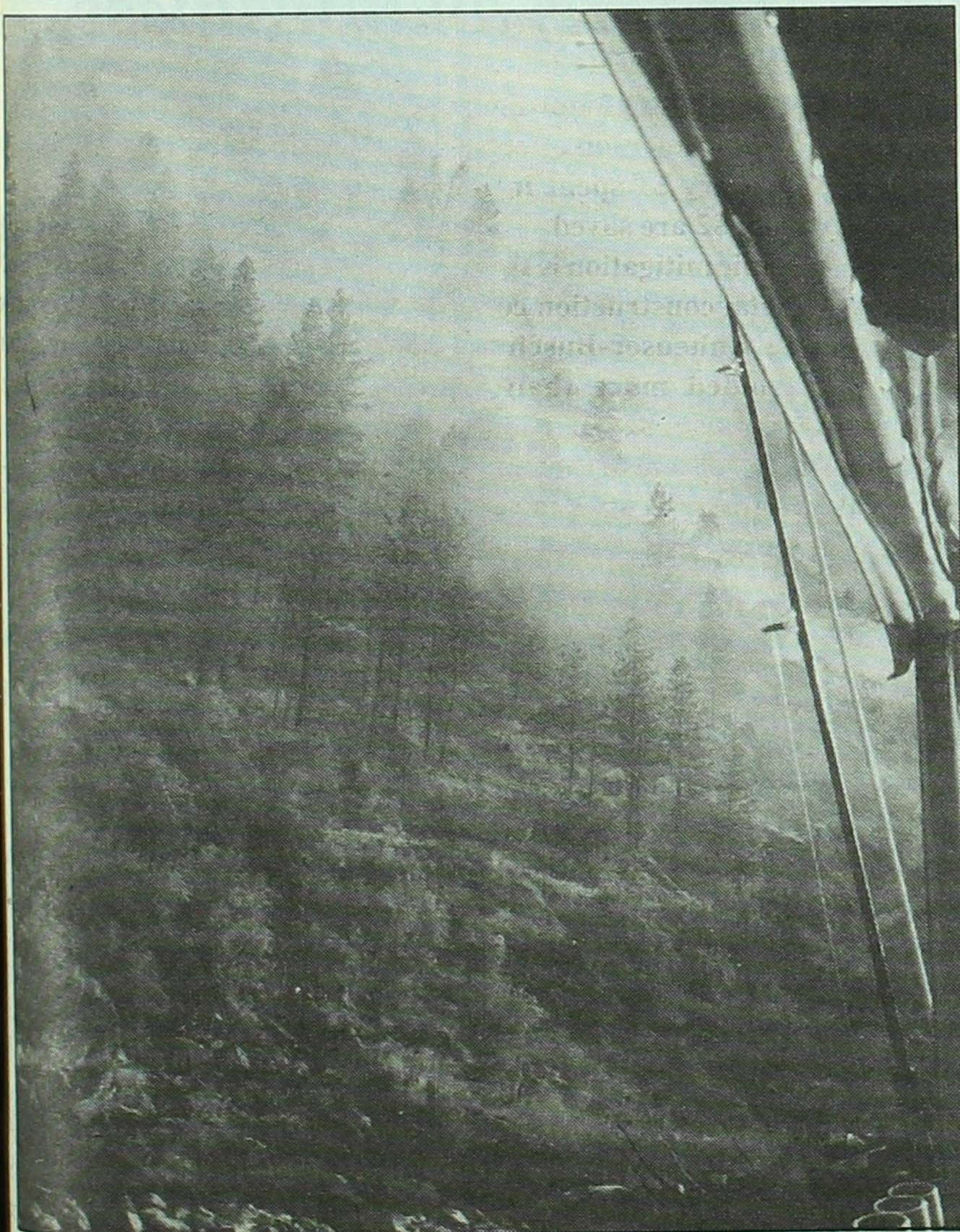


Photo by Beverly Schlotterbeck

Drought conditions, like those now evident in Indonesia and blamed on the El Niño, can cause more severe forest fires.

NACo's Human Services Conference

"The Spectrum of Community Services in Light of Welfare Reform"

November 13-15, 1997 ♦ Preliminary Agenda

Thursday

November 13

12:45-2 p.m. **Opening General Session**
 2:15-3 p.m. **Overview Session**
 3:15-4:45 p.m. **Workshop Sessions**
 Refocusing Human Services Organizations
 Building Business and Community Partnerships
 TANF as a Powerful Preventive Strategy
 Community-Based Development of Client Outcomes
 5-8 p.m. **Tulsa's Nightlife: A Sampler**

Friday

November 14

9-10 a.m. **Overview Session**
 10:15-11:45 a.m. **Workshop Sessions**
 Developing a Wrap-around Managed Care Model for Mental Health and Child Welfare
 Collaboration: Quality Child Care Equals Quality Workforce
 Health Share: Affordable Health Care for the Low-Income
 Utilizing GIS to Engage Communities and Measure Outcomes
 Successful Partnerships: Build in High Performance Welfare-to-Work Programs
 Noon-1:45 p.m. **Delegate Luncheon**
 "Gold, Frankincense and Mirth"
 Merrillyn Belgum — MSW, ACSW
 2-3 p.m. **Overview Session**
 3:15-4:45 p.m. **Workshop Sessions**

Reinventing County Human and Employment Services
 Counties and Chambers of Commerce
 Contracting to Make Welfare Reform
 The Link to Employment: Case Workers as Mobility Managers
 Developing an Accredited Public/Private Mental Health Board
 5-6 p.m. **Best Practices Showcase and Reception**

Saturday

November 15

7 a.m. **3K Fun Run/Walk**
 9-10:30 a.m. **Legislative Briefing**
 10:30 a.m.-12 Noon **Labor and Employee Benefits Steering Committee**
 10:45-11:45 a.m. **Affiliate Committee Meeting**
 National Association of County Human Service Administrators Business Meeting
 Noon - 1:00 p.m. **Lunch on Your Own**
 1-3 p.m. **Steering Committee Meetings**
 Human Services and Education
 Employment
 Health
 3- 4:30 p.m. **General Session**
 Joint Secretaries Forum: "Making Welfare Reform Work"
 6:30 p.m. **Delegate Reception**
 Gilcrease Museum

Workforce Development Conference

"Blazing New Trails: Workforce Development, Welfare, and Business"

November 14-17 ♦ Preliminary Agenda

Friday

November 14

7 a.m.-6 p.m. **National Association of County Training and Employment Professionals (NACTEP) Committee Meetings**

Saturday

November 15

7 a.m. **3K Fun Run/Walk**
 9 a.m.-12:45 p.m. **NACTEP Board of Directors Meeting and Election of Officers**
 10:30 a.m.-12 Noon **Labor and Employee Benefits Steering Committee**
 1-3 p.m. **Employment Steering Committee Meeting**
 3-4:30 p.m. **General Session**
 Joint Secretaries Legislative Forum: "Making Welfare Reform Work"
 6:30 p.m. **Delegate Reception**
 Gilcrease Museum

2-3:15 p.m. **Workshop Sessions**
 Peak Production Industries: Business-Led Skill Training for Welfare Recipients
 Environmental Stewardship Challenges: Summer Youth
 Beyond JTPA: Becoming a Community Service Provider
 Do-It-Yourself Public Relations
 New Ways to Work After 50
 3:30-4:45 p.m. **Workshop Sessions**
 Juvenile Justice and JTPA
 The Cutting Edge of Workforce Development
 Skill Grants: Taking the Leap from Title III to Title II
 6:30 p.m. **Delegate Reception**
 Perryman Wrangler Ranch

Sunday

November 16

9-10:45 a.m. **General Session**
 "What's It All About: State Workforce Development Round Up"
 11 a.m.-12:15 p.m. **Workshop Sessions**
 Collaborative Partnerships Between Industry and PIC
 Connecting Dropout Programs and School-to-Work
 Expanding Access for Welfare Recipients Through Technology
 Solving Transportation Issues for Participants
 Nontraditional Jobs For Women
 12:30-1:45 p.m. **Awards Luncheon**
 "The Journey to Excellence"

Monday

November 17

9-10:15 a.m. **Workshop Sessions**
 Mavericks on the Trail: Creating High Performance Teams
 Rural Economic Development: Preparing for the Future
 What's Happening In Your Region
 Conducting a Technology Self-Assessment
 10:30 a.m.-12 Noon **Closing General Session**
 "Washington Legislative Update"
 What is the prognosis for workforce development legislation in 1997 or 1998
 Hear from congressional experts about the latest developments in legislation
 to consolidate employment and training programs

Welfare-to-work programs to be highlighted in Tulsa

Four Cabinet members — Alexis Herman, Donna Shalala, Andrew Cuomo and Rodney Slater — have been invited to speak at a general session that will bridge two important NACo conferences: the Human Services and Work-

force Development Conferences. The overlapping conferences will be held Nov. 13-16 and Nov. 14-17, respectively, in Tulsa County, Okla.

The Administration officials will discuss ways that their agencies can work together and with state and local governments to ensure the success of welfare-to-work efforts nationwide. Delegates from both conferences can attend the general session where the four Cabinet members will speak.

As secretary of labor, Alexis Herman is overseeing the implementation of a \$3 billion welfare-to-work program just enacted this year. This program will be operated by private industry councils (PICs) across the nation.

As secretary of health and human services, Donna Shalala is in charge of the Temporary Assistance for Needy Families (TANF) Program, which replaced the Aid to Families with Dependent Children as the nation's major cash assistance program and job training program targeted exclusively at welfare recipients.

The U.S. Department of Housing and Urban Development (HUD), headed by Andrew Cuomo, oversees a variety of economic development efforts and tax incentives designed to reduce poverty in empowerment zones and enterprise communities. As part of this effort, HUD now op-



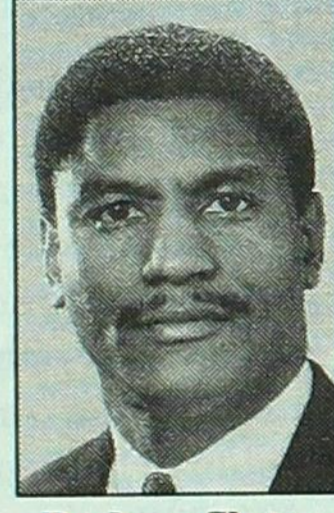
Alexis Herman



Donna Shalala



Andrew Cuomo



Rodney Slater

erates its own welfare-to-work demonstration program, as well as a "bridges-to-work" program designed to find solutions to transportation problems faced by welfare recipients.

Both the Human Services Conference and the Workforce Development Conference will be held at the Doubletree Hotel in Tulsa.

Below are the agendas for the two conferences.

NACo

Workforce Development & Human Services Conferences

REGISTRATION

POSTMARK DEADLINE OCTOBER 17, 1997

Doubletree Hotel, Downtown Tulsa, OK

Human Services Conference: Nov. 13-15
Workforce Development Conference: Nov. 14-17, 1997

Return completed form to:
 NACo
 Conference Registration Center
 P.O. Box 26307
 Akron, OH 44319

Please type or print clearly all applicable information requested below. Information following asterisks (*) will appear on the conference badge. Please make a copy of this form for your records.

Name _____ *Name _____ Mr/Mrs/Ms _____
(LAST) (FIRST)

Title _____ *County _____

Address _____

City _____ *State _____ Zip _____ *Nickname _____

Telephone (____) _____ Fax (____) _____ (PLEASE INCLUDE FAX # TO RECEIVE CONFIRMATION)

REGISTRATION INFORMATION	REGISTRATION FEES:	Earlybird postmarked by 10/10	Postmarked after 10/10 & ON-SITE
<input type="checkbox"/> I plan to attend the Human Services Conference Nov. 13-15	<input type="checkbox"/> Check box that applies	<input type="checkbox"/> \$340	<input type="checkbox"/> \$390
<input type="checkbox"/> I plan to attend the Workforce Development Conference Nov. 14-17	<input type="checkbox"/> Member county attendee	<input type="checkbox"/> 340	<input type="checkbox"/> 390
<input type="checkbox"/> I plan to attend BOTH Conferences (Add \$100 to total amount due)	<input type="checkbox"/> Corporate member	<input type="checkbox"/> 395	<input type="checkbox"/> 455
	<input type="checkbox"/> Non-member county attendee	<input type="checkbox"/> 395	<input type="checkbox"/> 455
	<input type="checkbox"/> Other government attendee	<input type="checkbox"/> 420	<input type="checkbox"/> 480
	<input type="checkbox"/> Other private sector	<input type="checkbox"/> 50	<input type="checkbox"/> 50
	<input type="checkbox"/> Spouse	<input type="checkbox"/> 50	<input type="checkbox"/> 50
	<input type="checkbox"/> Youth	<input type="checkbox"/> 50	<input type="checkbox"/> 50
	Attending both conferences: Add \$100	\$ _____	\$ _____
	TOTAL DUE	\$ _____	\$ _____

Spouse Full Name _____ Youth Full Name(s) _____
 *Spouse and Youth registration includes admission to a Delegate Reception and Awards Luncheon

PAYMENT METHOD: Select one, please CHECK VISA/MC P.O. or Voucher Money Order

CREDIT CARD INFORMATION: (Check one) VISA MasterCard

Card # _____ Exp Date: _____

Cardholders Name: _____ Signature: _____

PAYMENT POLICY - Conference registration fee MUST accompany this form and must be received before a registration can be processed. Send a check, voucher, county purchase order, made payable to the National Association of Counties. Purchase order only will hold registration. Purchase order must be paid before registering for conference, badge will be issued on site.

CANCELLATION POLICY — Refund of conference registration fee, less an administrative fee of \$50, (or 1/2 of spouse/youth fee) will be made if written notice of conference registration cancellation is postmarked no later than October 17, 1997. Cancellation requests postmarked October 18 or later, will be subject to an administrative fee equal to one half of the registration fee. **AFTER NOVEMBER 30, 1997 NO REFUND REQUESTS WILL BE HONORED.**

Conference Enrollment may be faxed to: 216-963-0319. Inquiries ONLY: 216-425-9330—Group Number 805

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER OCTOBER 17, 1997 WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK.

HOTEL RESERVATION

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

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

Roommate Name _____ Do you have a special housing request? _____ Departure Date ____/____/____ PM

Please describe any special disability or handicap needs? _____

	Single	Double
Doubletree Hotel Downtown (headquarters)	\$ 90	\$ 106
Adam's Mark Tulsa	\$ 88	\$ 88

Please Circle - No. of Persons: 1 2 3 4 No. of Beds: 1 2
 There may be an additional charge at some hotels for more than two adults per room.

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

- Complete Credit Card Authorization below. This is fast and easy; your room will be reserved and guaranteed. Some hotels will charge your 1st night's room charge to your Credit Card immediately.
- Send no payment now. We will reserve your room and send you an acknowledgment 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 acknowledgment within two weeks of receipt of this form. The hotel will also send you an acknowledgment after your credit card is confirmed or payment is received. Do not send payments for hotel reservations to NACo Registration; send them to the hotel indicated on your acknowledgment.

CREDIT CARD AUTHORIZATION MasterCard Visa American Express

Card Number _____ Exp. Date ____/____/____

Cardholder's Name _____

The NACo Housing Center is authorized to use the above card to guarantee my hotel reservation. I understand that one night's room charge will be billed through this card if I fail to arrive for my assigned housing at the confirmed date, or if I depart earlier than I have confirmed, unless I have canceled my reservation with the hotel at least 72 hours in advance. The card may be debited as soon as the hotel receives my reservation.

Services merce: reform nagers Board ception /Walk riefing mittee eeting eeting r Own eetings ucation yment Health Session Work" ception useum Sessions recipients er Youth Provider Relations After 50 Sessions nd JTPA elopment o Title Reception er Ranch Sessions ce Teams he Future r Region assessment al Session e Update or 1998 legislation programs

Ottawa County, Mich. first to find jobs for all welfare clients

State pilot program helps with child care, transportation

By Mary Ann Barton
senior staff writer

Ottawa County, Mich. is reportedly the first county in the nation to see most of its welfare recipients find jobs.

That day came and went, however, simply because of the nature of the business. "It's a revolving door — we're working with a moving target," said Loren Snippe, director of the Ottawa County Family Independence Agency (formerly the Department of Social Services).

The state-run agency, located in Ottawa County, has 15 full-time "family independence specialists" who are each a one-stop shop for everyone who walks through the door seeking welfare assistance. They help clients with an intense, three-week supervised job search.

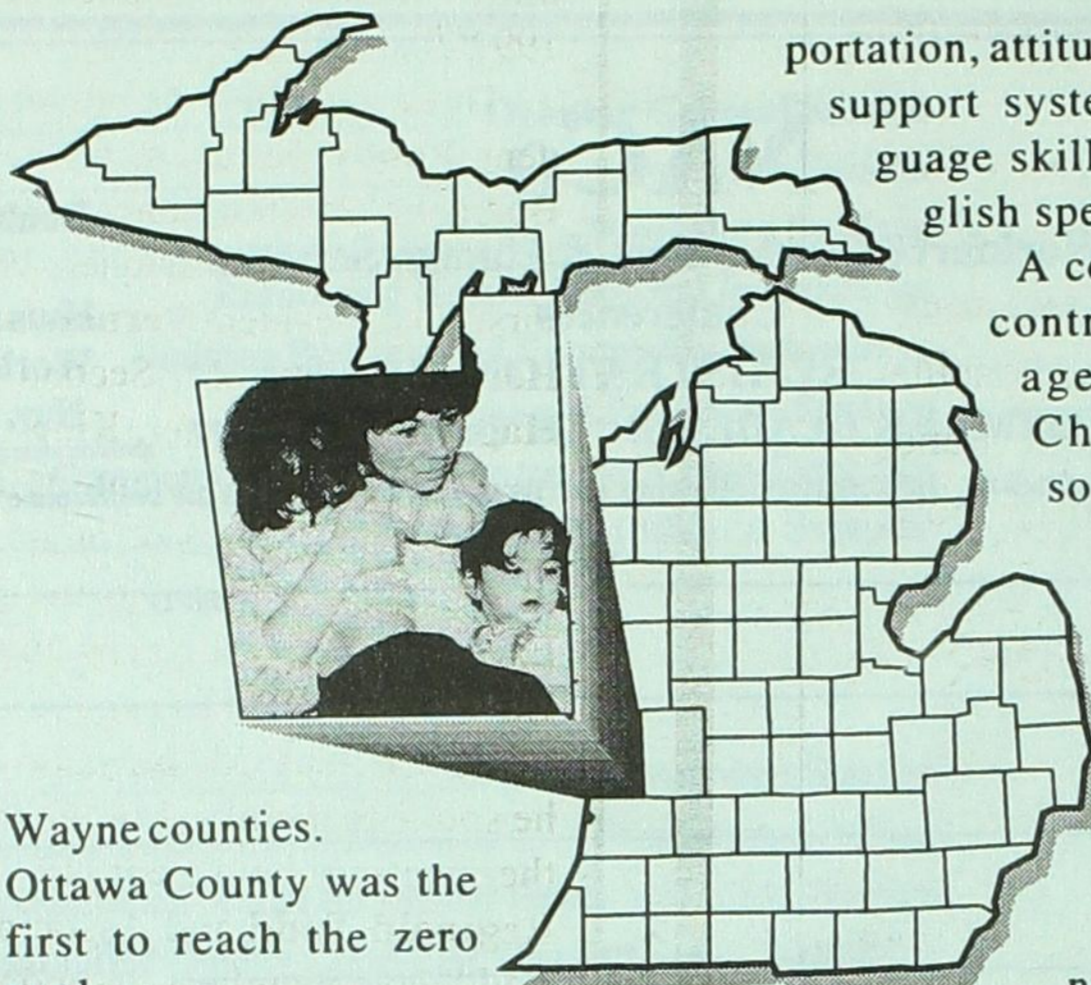
Located in the lower west side of the state, the county is medium-sized with a population of about 210,000, with both urban and rural characteristics. Major industries include furniture manufacturing, automotive supplies, food processing and nursery/agriculture.

The type of jobs the agency is finding for its clients are entry level. "You've gotta walk before you can run," Snippe said. "If you haven't worked for 15 years, that's to be expected. But after six months, if you show up to work and you're reliable, than you've shown you're worth more than minimum wage."

The county owes part of its success to participation in Project Zero, a pilot program that pays for (among other things) transportation and child care, identified by Ottawa County clients as two of the most cumbersome roadblocks to work. The goal of Project Zero is to reduce to zero the number of people who are receiving welfare.

The welfare reform pilot project examines the needs and characteristics of welfare recipients so programs and services can be targeted to improve their ability to gain and retain employment.

Other counties participating in the pilot program are: Alpena, Menominee, Midland and the Romulus and Tireman districts of



Wayne counties. Ottawa County was the first to reach the zero goal.

An unemployment rate of less than three percent didn't hurt either, says Ottawa County Commissioner Lawrence Hilldore, who was director of social services in the county for nearly 25 years before he became a commissioner seven years ago.

"You've gotta walk before you can run. If you haven't worked for 15 years, that's to be expected."

Loren Snippe
director of the Ottawa County Family Independence Agency

"All the agencies cooperating together helps too," said Hilldore, who chairs a health and human services committee. "We get together monthly and discuss any problems we're having. Businesses cooperate too."

Meijer's, a local market, he noted, has been "very instrumental" in helping employ welfare recipients. "They send two people over just to interview people. Getting that kind of cooperation helps." The company has hired 130 welfare clients since 1992. The agency began inviting employers into the office in 1993.

The state program, Project Zero, which began in July 1996, has helped too.

Project Zero staff surveyed welfare recipients to find out what was keeping them from working. Child care was rated the number one barrier to employment, they said. That was followed by trans-

portation, attitude, absence of support systems, and language skills for non-English speaking clients.

A company under contract with the agency, called Children's Resource Network, finds and trains babysitters who are subsidized by funding from Project Zero. One innovation in the child care area: the

network finds child care for all hours, not just during standard workday hours. The agency also has in place a system for back-up daycare and sick daycare.

"We are spending more on day care and less on welfare," Snippe

noted, adding that the contract is for \$140,000. "As people go off welfare, we'll see a cost benefit in the long term."

The agency also contracts for transportation services, offering free rides, seven days a week, 24 hours a day, to and from work for the first six weeks of employment.

The agency also contracts out "support systems" through Good Samaritan Ministries. The program works by training teams from area churches, who then work with clients when they have problems, such as buying or fixing up a car or problems at work.

Snippe said there are also policies in place that reward and punish client behavior. If a person fails to go on a job search, for instance, they will not get cash assistance, he said. Other policies reward earned income.

Arizona county to market air quality software

By Courtney James
Maricopa County, Ariz.

The Maricopa County (Ariz.) Board of Supervisors recently announced an agreement that could help improve air quality throughout the United States and save county taxpayers thousands of dollars a year.

Rankin Technology Group of Phoenix will market a computer program developed for Maricopa County's Trip Reduction Program. The program assists local companies in complying with clean air guidelines. The software will be marketed to the general public and Rankin will pay the county 50 percent, or \$15,000, of each sale.

"It's a win-win situation for us," Board Chairman Don Stapley said. "Other agencies will benefit from technology that helps fight air pollution, and we share in the sales of this software, allowing us to recoup our original investment."

The software, a Windows-based program based on Borland's Delphi, tracks a company's efforts to comply with air-quality reduction mandates by reviewing employee surveys on use of transportation alternatives, analyzing the resulting data and producing accurate reports on measures taken to reduce single vehicle occupancy rates.

With this data, employers can implement more effective strategies to reduce air pollution and the relational database aspects of the program eliminate the need for multiple entries of the same data, reducing administrative costs.

"The county contracted with

Rankin to develop the software which was completed in the spring of 1997, to help streamline the administrative process of handling 1,500 employer trip reduction plans," said A. Brown, director, environmental services department. It is provided free of charge to Maricopa County businesses.

Maricopa County's Trip Reduction Program is mandatory for employers with 50 or more employees. It is one in a series of measures undertaken by the region to bring it into compliance with air quality standards. It requires employers to complete employee commuter surveys and submit a plan on measures to reduce the number of employees commuting alone in their cars to improve air quality.

"With 56 cities, towns and communities in Maricopa County, including Phoenix — the largest city in the country by geographical area and the sixth-largest in population — we have a unique challenge to reduce the long employee commutes," said Stapley.

Under the licensing agreement, which takes effect upon board approval and continues until 2000, Rankin will coordinate with the county all marketing material, make progress reports on potential third-party sales prospects, report any changes or enhancements made to increase sales and pay the county half of the minimum \$30,000 price on each sale.

For more information, contact Rankin Technology Group at 602/997-6996.

(James is media relations director for the Maricopa County Environmental Department.)

GASB gives answers to pension reporting

The Governmental Accounting Standard Board (GASB) has issued an implementation guide in a question-and-answer format that covers a wide range of questions about Statements 25, 26 and 27, issued in 1994, that addresses pension reporting and disclosures by state and local government plans and employers.



Copies of the guide are available for \$22.50 each from the GASB order department, 401 Merritt 7, P.O. Box 5116, Norwalk, CT 06856-5116; phone: 203/847-0700, ext. 555.

THEY'RE READY TO PUT OUT THEIR LAST FIRE.

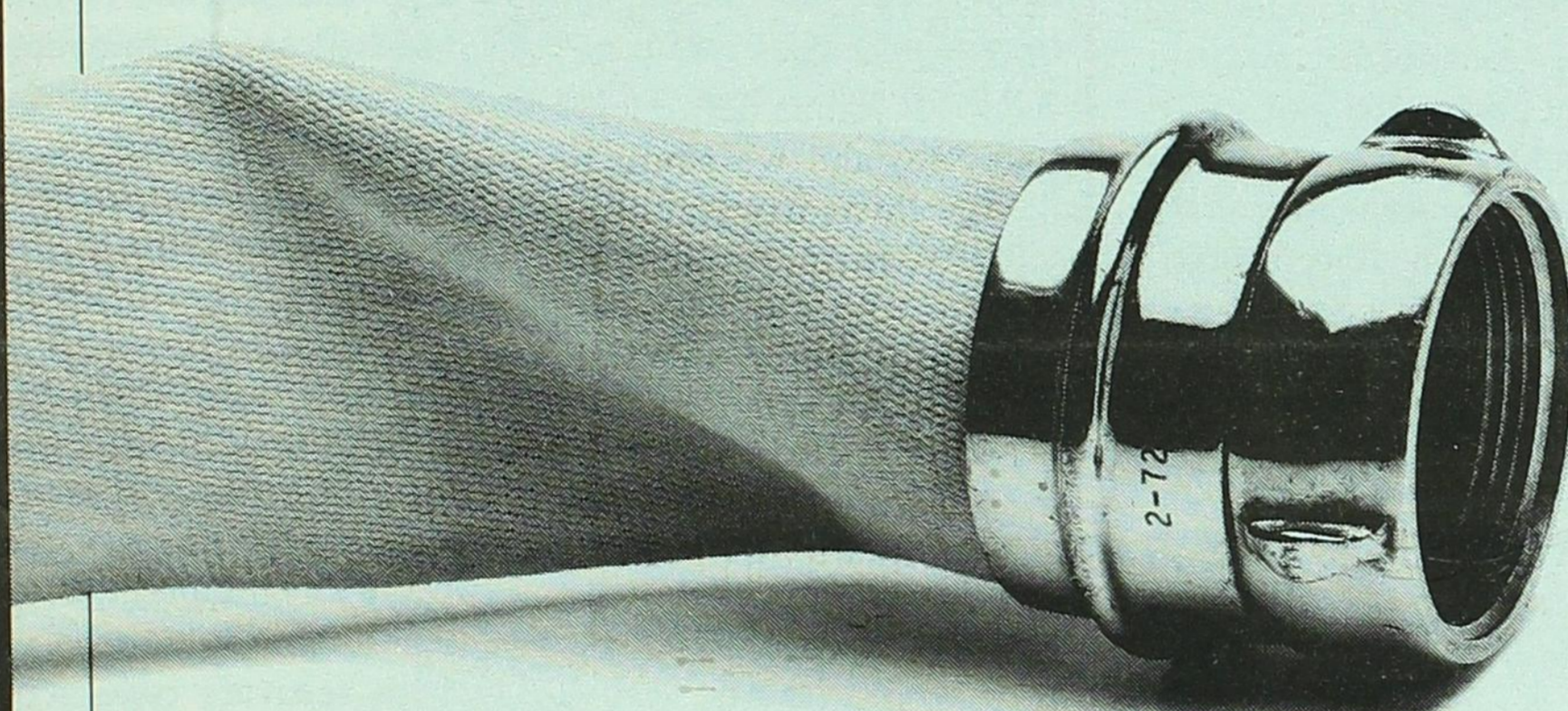
As health care costs continue to rise, many public employees are delaying retirement. They've reached retirement age, but the fear of unexpected health care expenses keeps them "job-locked." That's why NACo Financial Services Center and PEBSCO introduced the Post Employment Health Plan (PEHP). A new program developed just for public employers that helps you and your employees meet the difficult challenge of funding post-employment medical expenses.

In addition to plan contributions not being subject to FICA taxation, other PEHP benefits include: ■ Employers provide employees an incentive not to postpone retirement due to concerns of meeting post-employment medical expenses. ■ Employer contributions to the plan, plan investment earnings, and benefits paid to employees and their dependents are not taxable. ■ Employers elect and control their level of financial commitment. ■ For more information on how

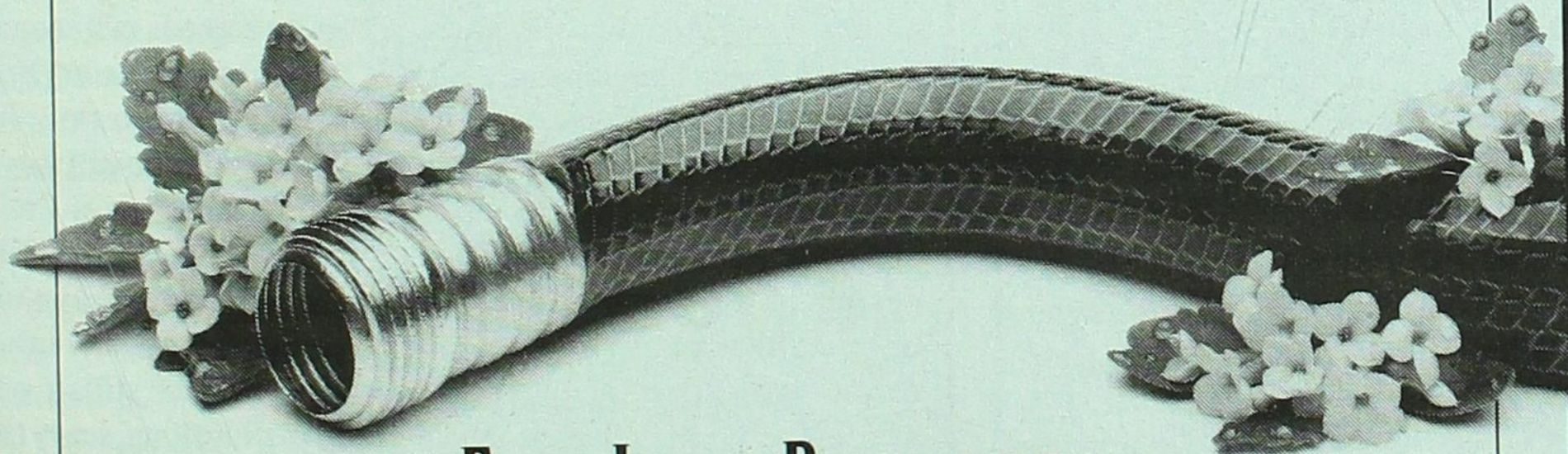
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NACo *on the move*

NACo OFFICERS

◆ The NACo Executive Committee met Sept. 11-13 for its annual retreat, traveling this year to Lutsen (Cook County), Minn., about 50 miles south of the Canadian border, where they discussed strategy for 1997-98.

Those attending the retreat were: NACo President **Randy Johnson**, chair, Hennepin County Board of Commissioners; President-elect **Betty Lou Ward**, commissioner, Wake County, N.C.; First Vice President **Vernon Gray**, commissioner, Howard County, Md.; Second Vice President **Jane Hague**, commissioner, King County, Wash.; Immediate Past President **Michael Hightower**, commissioner, Fulton County, Ga.



Jane Hague

Also participating in the retreat were NACo Executive Director **Larry Naake**, NACo Deputy Executive Director **Ed Ferguson** and Executive Assistant **Karen McRunnel**.

◆ On Sept. 18, **Johnson** traveled to Idaho Falls, Idaho, where he spoke to members of the Idaho Association of Counties. Also at the meeting, held Sept. 17-19, were NACo Legislative Director **Reginald Todd** and Associate Legislative Director **Jeff Arnold**. Todd gave members an update on national legislation and Arnold discussed public lands and how to build a Web site.

◆ **Johnson** and **Peter McLaughlin**, who chairs NACo's Large Urban County Caucus and is also a Hennepin County commissioner, traveled Sept. 18-19 to Fort Wayne, Ind., where they, **Naake** and **Todd** met with members of the U.S. Conference of Mayors Executive Committee to discuss joint efforts.

◆ On Sept. 23-25, **Hague** traveled to Elko, Nev., where she addressed members of the Nevada Association of Counties. **Arnold** also attended the meeting, where he gave members a briefing on Washington legislation and moderated a workshop on federal land exchanges.

COUNTY OFFICIALS/NACo STAFF

◆ NACo Associate Legislative Director **Ralph Tabor** was part of a rural development team visiting Ireland on Sept. 4. The group focused on rural development projects in Fermanagh (Northern Ireland) and Donegal (Republic of Ireland) counties.

◆ **Ferguson** and NACo Meetings Manager **Dottie Byars** met Sept. 5 in Portland, Ore. with the NACo '98 Planning Committee to review progress in planning the 1998 NACo Annual Conference.

◆ **Todd** and NACo Deputy Legislative Director **Tom Joseph** met Sept. 10 with Mickey Ibarra, White House director, intergovernmental affairs and Lynn Cutler, deputy director, intergovernmental affairs, at the White House, where they discussed issues important to counties.

◆ **Naomi Friedman**, NACo project manager, solid waste and pollution prevention, was the featured speaker Sept. 11 at the Virginia Department of Environmental Quality Local Government Pollution Prevention Workshop, held in Annandale, Va. **Tony Hayes**, NACo research assistant, also participated in the workshop.

◆ On September 12-17, NACo Department of Information Technology Director **Winifred Lyday** represented NACo at the National States Geographic Information Council (NSGIC) annual meeting in Welches, Ore. NACo and NSGIC are working together based on a joint Memorandum of Understanding signed at the beginning of 1997.

◆ On Sept. 16, NACo County Services Representative **Kaye Braaten**, a former NACo president, traveled to Aberdeen (Brown County), S.D., where she addressed members of the South Dakota Association of County Officials.

◆ **Tom Sweet**, director of public/private partnerships at NACo, participated in the National Association of Deferred Compensation Administrators annual conference Sept. 20-21 in San Francisco. Topics of discussion included the use of technology in deferred compensation plan administration and fiduciary responsibilities.

(On the Move is compiled by Mary Ann Barton, senior staff writer.)

Financial Services News

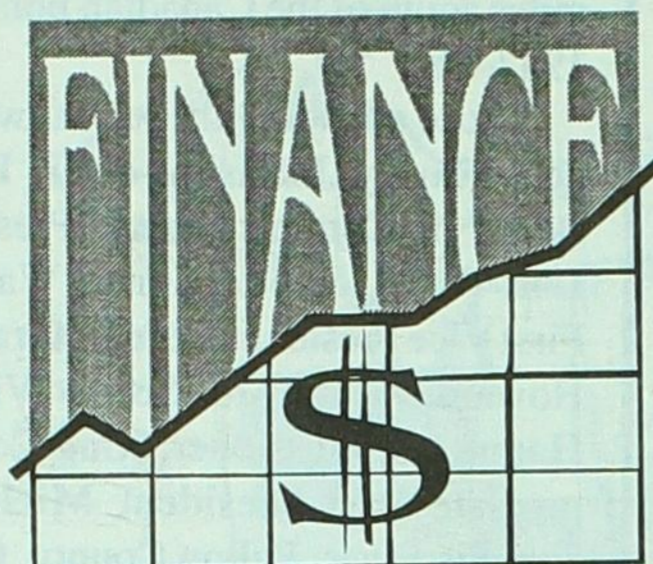
Johnson Appoints Deferred Compensation Advisory Committee

NACo President Randy Johnson recently appointed 15 elected and appointed county officials to serve on the NACo Deferred Compensation Program Advisory Committee. The oversight and quality control aspects of the NACo Deferred Compensation Program are provided, in part, by this advisory committee.

Duval County (Fla.) Council Member Terry Wood has taken over the reins as chair of the committee, while Orange County (Fla.) Administrator Jean Bennett will serve as vice chair.

Other members of the committee include Earlene Parmon, Forsyth County (N.C.) commissioner; Charlotte Sandvik, Cass County (N.D.) treasurer; Richard Vanderheiden, Maricopa County (Ariz.) public fiduciary; Katherine Carsky, Westchester County (N.Y.) legislator, and Jim Jackson, Dallas County (Texas) commissioner.

Also, Marlene Perkins, Union County (Ore.) administrative officer; Joel Schlanger, Baltimore County Department of Finance; James Campbell, executive director, Virginia Association of Counties; Julia Moeller, Adams County (Neb.) treasurer; Joe



Murray Rivers, Chatham County (Ga.) commissioner, and John Stone, Jefferson County (Colo.) commissioner.

The committee acts as an advocate for counties and their employees who participate in the NACo Deferred Compensation Program. It assures that financial and retirement goals of county employees are being well served by the program. The advisory committee is also charged with the responsibility of making recommendations to the NACo Services Board of Directors in the areas of marketing, investment option evaluation and participant education.

"Each member of this committee has a personal and professional stake in the NACo program — their coun-

ties offer the NACo program to their employees and each committee member personally participates in the program. I am confident that these committee appointees will continually work to improve the program for the benefit of counties and their employees," NACo President Johnson said.

In addition to its role as advisor to the NACo Executive Committee, the advisory committee assists NACo staff and consultants in their oversight and quality control functions to ensure that the program remains in the best interest of counties and their employees.

The committee also provides information and guidance to the program's corporate partners to assist them in their marketing, administrative, operational and investment activities so that the program remains competitive and of the highest quality.

The next meeting of the committee will take place Oct. 30–Nov. 1, in Santa Fe, N.M.

(For more information on NACo's Deferred Compensation Program, contact Lena Palmer, NACo Services liaison, at 202/942-4241.)

(Financial Services News was provided by PEBSCO.)

Technology News

Imaging Frees Cass County, N.D. From Its File Dungeon

It's been two years since the call came in, but the people who work in the public records office of Cass County, N.D., remember it like it was yesterday.

The caller requested a W-2 from the '40s. And it meant that some unlucky employee would have to search in a place that's dark, cold and even a little scary. "We went down to the courthouse basement and searched around for days before we found the W-2," recalled Mike Steiner, data processing manager. "The basement is about 100 years old, with stacks upon stacks of boxes and it's not a place you want to stay for days. We call it the dungeon."

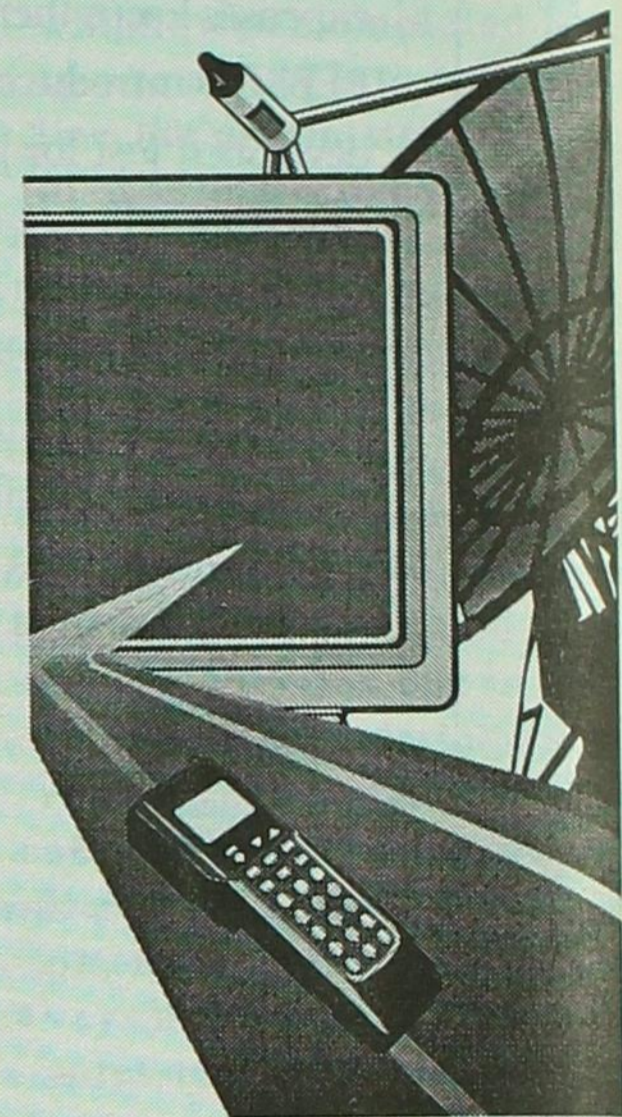
It wasn't long after that scary incident that Steiner and County Coordinator Bonnie Johnson decided to implement an online records imaging system for payroll and personnel records that would simplify filing and make record retrieval a lot less foreboding. The county selected an integrated, seamless system from IBM for storing and accessing all records normally found in personnel files.

"We started with payroll and personnel because they have clearly defined records," says Johnson. "Those records are now entirely automated. We have complete access at our fingertips."

According to Johnson, imaging has made a world of difference for people who work here. "First, it saves us from constantly having to get up from our desks and manually search for files. That's what we used to do all day long—dig through boxes. Now all the answers we need are right here on screen. It has really sped up the process."

Under the new system, every government employee has a personalized computer file with W-2s, health insurance information, employment applications, performance appraisals and other official documents. Everything is coded for quick, easy access. "The imaging module gives us the flexibility to bring up information by date, employee name, document type or whatever," says Johnson. "We don't have to bring up a whole file, just the information we're looking for. And if we need documentation for a court case or lawsuit, we can print right off the screen, which is much easier than finding, unstapling and copying paper files."

In addition to being better organized, Steiner notes that the com-



puter files are also more secure, which is an especially important factor for employee medical records and the open records law.

"The open records law requires that the public have access to the personnel records of government employees, but not to medical records," says Steiner. "Medical records must be kept secure. In the past, that meant keeping two separate files on everyone. There was a lot of duplication. Now we can keep everything in one file, with separate code access for medical and nonmedical records. We don't have the problem of medical records being released accidentally anymore."

The county's use of imaging of payroll and personnel records was just the beginning. Since the automation of this data, the county has used the imaging technology to record accounting documents, such as invoices, supporting invoice documentation, and checks. Other county records will soon follow.

"We have a strong belief in the positive, long-term effect that online imaging will have on our productivity," says Steiner. "As we grow, the system will let us find new and better ways to become more efficient and take up less space." Better still, it will put an end to those long, scary trips down to the dungeon.

(For more information, contact Bonnie Johnson at 701/241-5720 or Mike Reade, local government marketing manager for IBM, at 817/870-4177.)

(Technology News was written by Bonnie Johnson, Cass County coordinator.)

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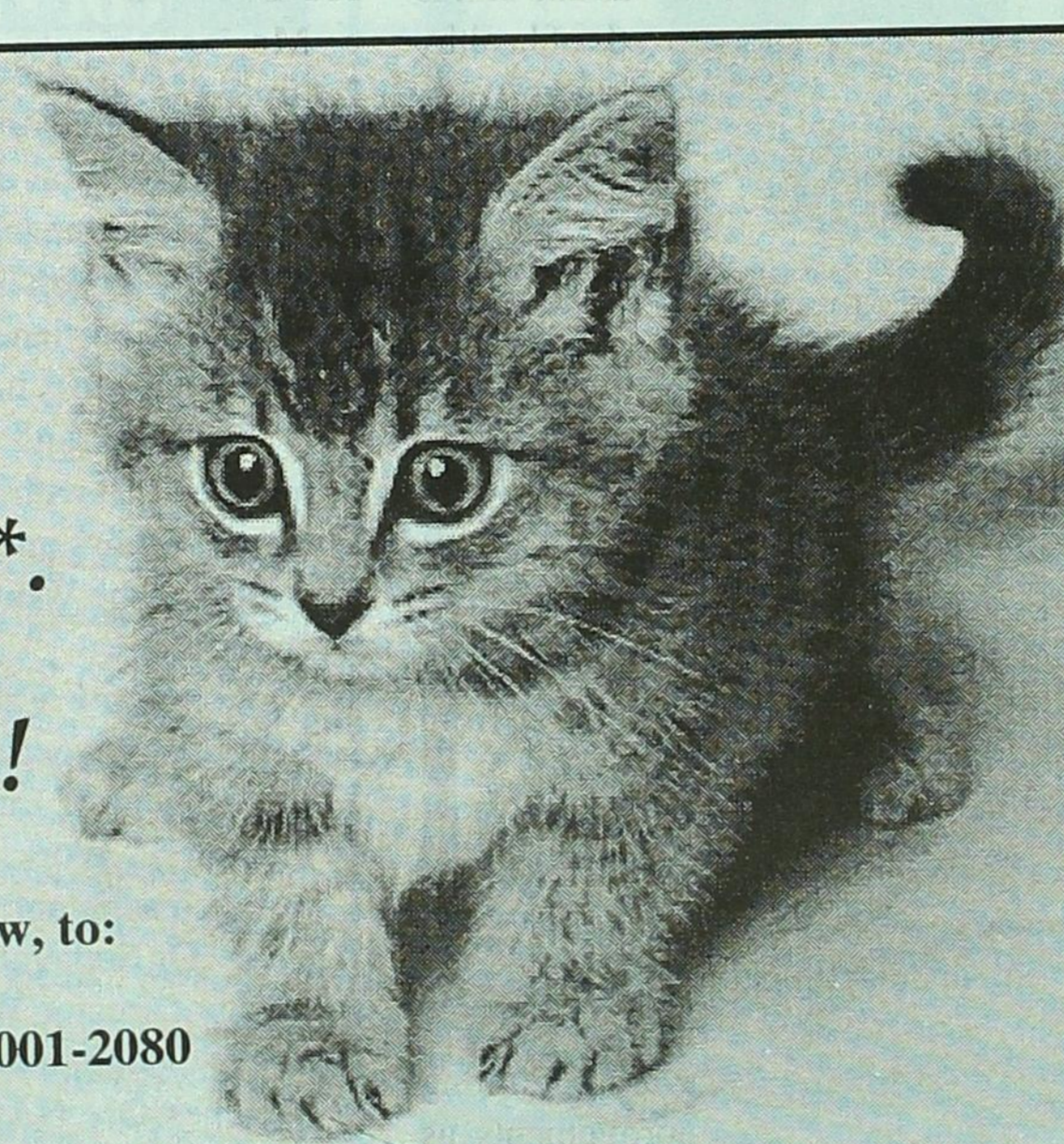
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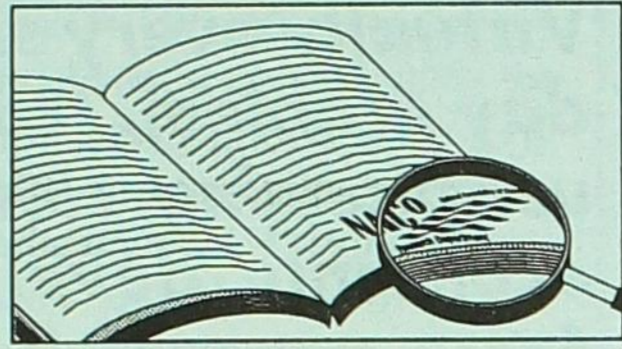
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Research News

Census 2000 Needs You

The newly popular way to do business in the '90s is to use partnerships. They are formed at many levels and with many different partners. Prominent among the new partnerships are public/private partnerships as a means to more effectively provide services.



Many county school districts have sought out corporate sponsors to join with schools to provide funding and necessary technology skills for students. Many counties are participating in partnerships with local grocery store chains to acquire computers for schools. Customers turn in cash register receipts and these amounts are matched by the stores for computer purchases. Others have partnered with the private sector in "Adopt a Road or Highway" programs to help keep roads clean and beautiful.

Montgomery County, Md. established a successful "Corporate Partnership for Quality Government" with a consortium of corporations in the county. Through this partnership, government agencies were matched with similar corporations so that the corporate leaders could work with the county government operations and make suggestions about areas that needed improvement.

More recently, county executives from Prince George's and Montgomery counties, Md., have joined as partners and formed a political alliance that will enable them to seek joint funding for the rapid transit system and for economic development in their counties. These two counties have also established a new police laboratory that will be used by both.

Marion County, Ind., and the Unified Government of Indianapolis have formed a public/private partnership to address their water and wastewater needs. These governments have formed a partnership called the White River Environmental Partnership, which started in early 1994. Under this five-year agreement, the partners will maintain two wastewater plants and work closely with the county to coordinate capital improvements. The partnership is projected to save the county nearly \$65 million over the five-year course of the contract. Already

it has reduced employee accidents, reduced required staff levels and the water quality has been maintained.

The U.S. Census Bureau wants to use partnerships to make the Census 2000 a success. These partnerships include: Partnerships with state, local and tribal governments, partnerships with non-governmental organizations, partnerships with businesses and partnerships with the media.

They are aimed at getting the best count in the Census 2000. They will allow the Census Bureau to work in various arenas to "Get the Count Out." These partnerships will be formed around several topics, the first of which is local recruiting.

The bureau hires many full-time temporary workers during the census. The bureau wants states, counties and cities to work in partnership to hire the people that are essential to getting citizens to respond. Only local government officials know the people in the community who are leaders. These leaders are the ones who can get the census message where it needs to go, to the hard to count neighborhoods, to the immigrant neighborhoods, to people who distrust government and to the tribal lands.

The second kind of partnership the bureau wants to form is one that will be used to promote and encourage people to respond to the census. The Department of Commerce has an extensive advertising plan, which when joined with the needs at the local level, will promote the census and its importance.

The Census Bureau is also planning a partnership with local schools in each city and county and will provide sample curricula that can be used to incorporate the importance of being counted into various programs and projects throughout the school year.

(Research News was written by Jacqueline Byers, NACo research director.)

County Services News

Promoting Safe Travel for Seniors on Your County's Roads

For many older persons, driving a car is synonymous with independence. Older people want to drive for as long as they are able. And given the limitations of public transportation, especially in rural areas, it is also in the interest of local officials to keep older drivers on the road for as long as they are safe and able.

Research has shown that the aging process produces changes in a person's vision, hearing, reaction time and decision-making capability that may make driving hazardous. These physical changes begin to affect a person's ability to drive around the age of 55, on average.

Despite the physical difficulties older drivers face, most older drivers have good driving records. In fact, up through age 75, most older drivers appear to perform as well as middle-aged drivers. Serious driving problems seem to arise after age 75. This is an especially noteworthy fact since the nation's "oldest old" (those 85 years and older) are the fastest growing segment of the aging population.

A major challenge to older drivers is often America's transportation system itself. It's roads, signs, vehicles, licensing and training was and still is designed to meet the needs of healthy 25-year-olds, not older drivers.

Most researchers agree that roadway design changes could improve the performance of all drivers, especially older drivers. These changes should include larger, better illuminated signs, improved roadway markings and improved left-turn geometrics (such as separate left turn lanes) since intersections and left-hand turns pose particular problems for older drivers.

Because walking is another common means for seniors to get from place to place, more counties are addressing the needs of older pedestrians by incorporating pedestrian walkways into local planning, zoning and subdivision reviews.

Additionally, local transportation and traffic engineers are beginning to consider such improvements as



phasing traffic lights to provide adequate time for older pedestrians to cross the road or to provide refuge islands in the center of roadways for older pedestrians who find themselves stranded in the middle of large intersections.

County officials have many opportunities to improve older drivers' success and safety on the road. The following examples illustrate how an inexpensive traffic safety program can significantly improve the mobility of older drivers.

Traffic Safety Program for Seniors

Maricopa County, Ariz. (Pop: 2.4 million) Given the large number of retirement communities in Maricopa County, and in the face of an increase in driving-related crashes and injuries, county officials developed a traffic safety program specially geared toward older citizens.

Pedestrian safety, golf cart safety, bicycle safety, as well as an overview of Arizona driving laws compared to driving laws in other states are just a few of the topics covered in this awareness campaign. The program is presented in 12 of the county's retirement communities where many of the inhabitants have moved from other states.

Decreases in senior-related driving and walking accidents have been directly linked to this inexpensive, but highly effective program.

AARP's 55 Alive/Mature Driving Program

In addition to county-sponsored programs such as Maricopa's, communities across the country are taking advantage of a comprehensive, nationwide course for older drivers that is being offered by the American Association of Retired Persons (AARP). AARP's 55 Alive/Mature Driving Program is an eight-hour classroom refresher course for experienced motorists age 50 and older.

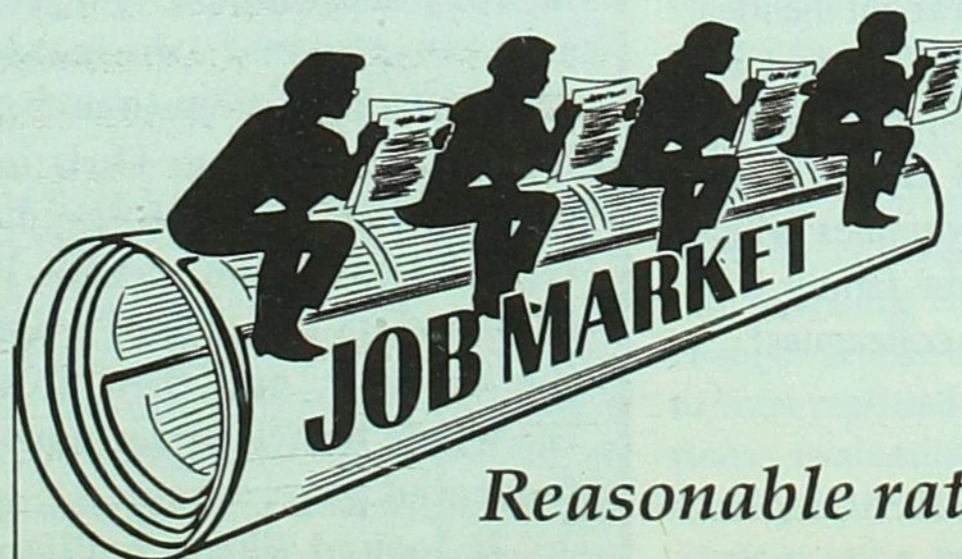
Conducted in two half-day sessions, the course addresses the physical changes that can affect an older person's driving ability and ways to compensate for those changes. The curriculum, taught by a nationwide network of older volunteers, also is designed to remind older drivers of skills and techniques they once learned but perhaps fail to use regularly, and to update participants on the rules of the road.

AARP's 55 Alive delivers its instructions to older drivers with the help of a variety of sponsoring organizations such as Area Agencies on Aging, libraries and hospitals.

(For more information about the program or to become a sponsor of the AARP 55 Alive/Mature Driving program, contact Brian Greenberg at AARP, 601 E Street, N.W., Washington, DC 20049; phone: 202/434-6018; e-mail: bgreenberg@aarp.org.)

If your county is currently operating a successful transportation safety program for older drivers or is rethinking its local transportation system — its roads, signs, licensing and training — please send information highlighting the program's development and operation, costs, challenges and results to date, to Kelly Schulman at NACo, 440 First Street, NW, Washington, DC 20001; phone: 202/942-4246; fax: 202/737-0480; e-mail: kschulma@naco.org.

(County Services News was written by Kelly Schulman, research associate.)



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The H.R. Doctor Is In

Finding Similarities in Ireland

Dear Readers,

The HR Doctor and his family just returned from a wonderful vacation in County Kerry, Ireland. Besides seeing incredible scenery, the HR Doctor spent time with his colleagues in county government.

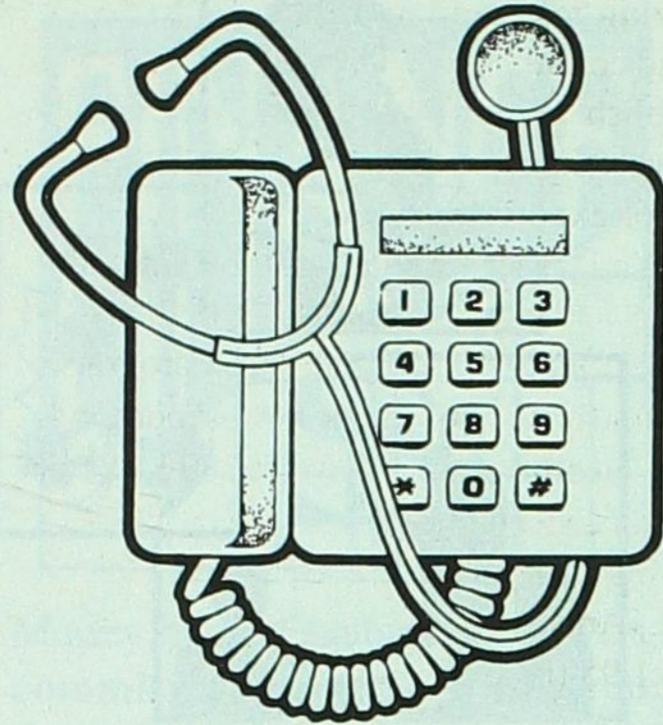
The people were very friendly and very civil — especially with regard to the morning tea break, which is built in to the work schedule. They were eager to find out what was happening in local government public administration, especially county government, in the United States, and were just as eager to help a visitor understand the ways and means of local public service in their part of the world. Here are some conclusions which the HR Doctor thinks would be helpful and fun to share with you ...

1. A vacation anywhere in the world by a county official should include a visit with counterparts at the destination. It made the trip more memorable and thoughtful for the whole family. Feeding the curiosity of others to learn about your part of the world makes for a far better time than just moving from bus stop to bus stop on a whirlwind tour. Besides, there is much to learn about professionally.

2. While the resources, traditions, languages and current events differ, it was surprising how similar the issues were. People are proud of their choice of public service as a career and of the difference they make in the lives of people in their community. All have a strong interest in professional growth and the chance to learn from others. All are concerned with the future of the "next generation" of public administrators and support internships and mentoring relationships with students and schools.

3. HR is increasingly viewed in the European Union, as in the United States, as an emerging "strategic partner" of top county management in its ultimate success in delivering all of its services. The mission statement of the Kerry County Personnel Department could well have been written in any county in America. The issues focused on improving customer services, equality of opportunity for employees, employee education and sound expenditure of limited resources.

4. Kerry County is struggling with issues of "balance" — growth and economic development while retaining natural resource protection and enhancement; creating jobs and an



educated workforce in an increasingly competitive environment; relations with the central government, cities and special districts, and the overall delicate balance between individual rights and the "common good." Sound familiar? This could be said of counties in California, Florida and all points in between (not to mention Hawaii and Alaska).

5. The value of inter-county exchanges and visits is very great and hardly explored at all! It can lead to student, cultural, tourist and economic ties between the two areas. This is just what we need in an emerging "global economy." The Irish local governments are very much aware of this reality.

The HR Doctor had the great pleasure in playing a modest role in establishment of a formal exchange program with a county in California and an equivalent "department" in France. The benefits are very positive, very long lasting and very satisfying personally.

Want to know how to set up a "county friendship agreement"? It's easy. Select a region — perhaps with employee or citizen input. It can be an area which may already have cultural or economic ties to your own community, including areas in Africa, Latin America and Asia. There are very likely to be persons in the community willing to serve on a planning committee.

Write to the head of the local government in the region, letting the person know of your interest and asking for her or his thoughts about the idea. The HR Doctor is very confident that the rest will follow a natural and positive course from this easy start-up. Then enjoy the opportunities which will open and bring the family with you as you meet your colleagues!

Best wishes,

The HR Doctor

(The HR Doctor was written by Phil Rosenberg, director of Human Resources, Broward County, Fla.)

Neal Peirce Commentary

Miami Vote Mirrors Global Dilemma

By Neal R. Peirce

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

Why have Miami voters turned down, by a margin of better than five to one, the proposal to dissolve their city and merge it with Dade County?

If there was ever a case for abolition, this was it. Instead of celebrating its 100th birthday last year as a distinguished capital of the Americas, Miami was awash in a tawdry array of official scandals. Its operating budget deficit was so huge the state of Florida imposed a financial oversight commission.

As this month's vote on abolition neared, present or former city officials ranging from a city manager to a port director to a second city commissioner were in deep legal trouble. Some were off to prison, for alleged offenses ranging from bribery to money laundering to illegal campaign contributions.

Yet voters chose to stay with the government they knew. The immediate explanation was that Hispanics — Cubans in particular — saw the proposal as a thinly disguised effort to reduce their fast-rising political power, and turned out in heavy numbers to defeat it.

Look around North America and Europe, however, and the Miami vote is hardly an anomaly. Even in an age of globalization, people resist throwing their lot in with a larger jurisdiction.

Take Rotterdam, where leaders in the early '90s decided they needed a metropolitan authority to modernize the port, Europe's largest, and thus maintain Rotterdam's pre-eminence in European shipping. Their ingenious idea: abolish the old city of Rotterdam, create 10 subdistricts the size of existing suburbs, and then unite the whole bunch under a new federated government.

It looked like a brilliant solution, but Rotterdam voters — upset about their old

Virtually every significant present-day problem, from airports to land use planning, clean air and water to economic development to work force preparedness, isn't local at all.

center city losing its identity — said no by a thundering 87 percent.

Or take Berlin. The idea was to merge Berlin city with the surrounding state of Brandenburg, enriching and modernizing Brandenburg after decades of communist rule, even while giving Berlin space to grow.

Top German leaders — business and major party political — were all for the merger. But not the suspicious residents of old East Berlin and Brandenburg. In 1996, they voted "no" in sufficiently large numbers to overwhelm "yes" votes in the former West Berlin. The final tally: 55 percent negative.

There will be a merger in Toronto this coming January. Present-day Toronto will be combined with five big suburbs, creating a new Toronto three times larger in population and six times bigger in area. The Toronto Board of Trade thinks it's a great way to raise Toronto's profile on the world stage.

But don't think Toronto's so-called "megacity" is riding in on a wave of popular approval. Far from it. Toronto Mayor Barbara Hall called a referendum on the proposal last spring. The vote was three to one against, old Toronto wanting to remain old Toronto.

But the popular vote didn't matter. Ontario Prime Minister Michael Harris' government exercised party discipline and forced the merger through the Ontario Parliament anyway.

No imaginable politics in the United States would permit that. In fact, since the mergers of Nashville, Jacksonville and Indianapolis with their surrounding counties in the '60s, proposals for formal metropolitan consolidation have floundered at the ballot box almost everywhere.

Why? Despite the gains in image and coordinated services from unified leadership, there's been

little proof of cost savings. So, say skeptics, why give up the government close to you? At least it's likely to hear you when you have a problem.

Indeed, smaller governments do seem popular. There's a strong move to split the San Fernando Valley off from Los Angeles. Affluent communities like Key Biscayne have been incorporating — in effect seceding — in Dade County.

In a discussion with local officials in heavily splintered St. Louis County last fall, I heard that in a choice between efficiency and close-to-home representation, people will pick the representation every time.

The problem is that virtually every significant present-day problem, from airports to land use planning, clean air and water to economic development to work force preparedness, isn't local at all. Each is a strategic issue that needs to be addressed by an entire citistate region.

Business and government leaders know this. Citizens may. But when it comes to a ballot, they're still likely to vote with their hearts, for the old place, their ethnic group or class. Governments, to fill the gap, are forced to more and more ad hoc arrangements, from service agreements among towns to special single-purpose authorities.

Compounding the problem are fiscal inequities — sometimes massive — between rich and poor jurisdictions.

Twenty-first century governance will demand a delicate balance — hearing people's legitimate wishes and concerns, neighborhood by neighborhood, even while citistate regions find ways to bolster their poorer communities and act strategically in a fiercely competitive global economy.

As Miami reminds us, it won't be easy.

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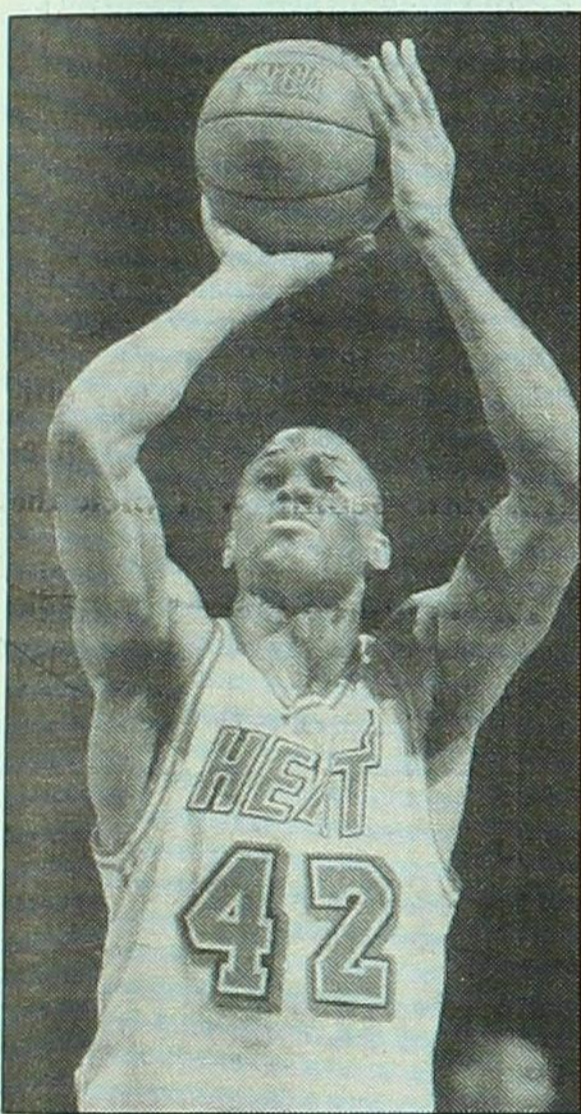
News From the Nation's Counties

CALIFORNIA

California counties this week will demonstrate some of their most innovative high-tech systems during the third annual Government, Business and Education Tech Expo in Los Angeles.

A "best practices" area includes demonstrations of a financial forecast system from **ALAMEDA COUNTY** and an immunization "smart card" from **SAN LUIS OBISPO COUNTY**. A public safety pavilion will also include demonstrations of **LOS ANGELES COUNTY** Sheriff's Department electronic fingerprinting and **LOS ANGELES COUNTY**'s consolidated criminal history reporting system, which provides an individual's record in less than 2.5 seconds.

(For more information, contact Lea Brooks, publicity director, at 916/852-1167.)



Miami Heat center P.J. Brown

FLORIDA

The **Miami-DADE COUNTY** Public Library System will begin a 10-week early literacy program, the Homework Partners Program, beginning Oct. 1 in hopes of bringing third-graders up to the national reading level. The library will team up with the Miami Heat basketball team to recruit high school volunteers to tutor first and second graders.

The basketball team will donate team caps and posters as incentives to tutors and participants. All will be eligible for a grand prize drawing for a VIP night package that will include preferred seating for four, a limousine ride to and from the game, dinner for four and a photo op with the players.

(For more information, contact Doris MacPherson, media relations, at 305/375-5180.)

IOWA

Environmental activists are asking counties to regulate large-scale hog farms, worried that manure from the farms will harm the environment.

LINN COUNTY supervisors will appoint a panel to study the issue. "It's good for us to study it," said Lumir Dostal, chairman of the Linn County Board of Supervisors. "But we don't want to lose sight of the economics over the environmental ... sometimes we lose sight of the fact that we're an agricultural state."

The committee, to begin meeting in November, will include environmentalists, cattle and hog farmers and government officials.

NEW JERSEY

The **MONMOUTH COUNTY** Board of Chosen Freeholders recently received a \$100,000 state grant as part of Minority Health Month in the state.

The grant will be used to start a pilot program to increase immunization levels among children of various ethnic and racial minorities, according to Freeholder Theodore Narozanick.

(For more information, call Romeo Cascaes, director, department of public information and tourism, at 908/431-7310.)

WASHINGTON

KING COUNTY recently approved spending nearly \$500,000 on 122 arts and heritage projects. Of the 122 projects, 25 are heritage projects and 97 are arts projects.

The Special Projects Program, begun in 1990, has invested more than \$3 million in support of 748 projects. It is funded by a portion of hotel/motel tax revenues. Awards may not be used for operational or capital support.

This year, more than 300 artists applied for the \$500,000, requesting nearly \$3 million.

Meanwhile, the county's Public Art Program picked up national honors from Save Our Sculptures (SOS) for its restoration of the Robert Morris Earthwork. The earthwork, designed by internationally renowned artist Robert Morris, is widely regarded by art historians as one of the most significant earthworks in the United States.

SOS gave King County an honorable mention for its restoration of the site. SOS is a joint program of the Smithsonian National Museum of American Art and the National Institute for Conservation of Cultural Property. The county

(News From the Nation's Counties is compiled by Mary Ann Barton, senior staff writer.)

Notices

CONFÉRENCES

The Third Annual International Summit on Service to the Citizen, titled "Building Government Service Delivery for the 21st Century," will be held Oct. 8 and 9, in Denver, Colo.

For more information, call Gloria Leacox at 916/363-5000; e-mail: gleacox@govtech.net; or visit the Web site: <http://www.govtech.net>.

The **Government Finance Officers Association (GFOA)** is sponsoring the following seminars next month in Chicago: CAFRonMICRO — Oct. 1-3; and Mun-Ease — Oct. 22-24; and next month in Charlotte, N.C.: Fixed Asset Accounting and Reporting — Oct. 20; Advanced Governmental Accounting — Oct. 20-22; and Costing Government Services — Oct. 20-22.

Advance registration is required by mail for all seminars.

For more information, contact the GFOA, Attention: LaSandra Herron; 180 N. Michigan Ave., Suite 800, Chicago, IL 60601; phone: 312/977-9700.

A one-day seminar designed for water professionals interested in resource planning techniques will show how water utilities can use Integrated Resource Planning (IRP) as a vital tool in water supply and resource management issues. The IRP seminar will be held Oct. 21 in Washington, Penn.; Nov. 11 in Clearwater, Fla.; and Nov. 13 in Austin, Texas.

For more information, call Mayme Larson at the American Water Works

Association at 303/347-6204 or visit their Web site: <http://www.awwa.org/tand/awwaconf.htm>.

PUBLICATIONS

The National Crime Prevention Council's (NCPC) new "Designing Safer Communities: A Crime Prevention Through Environmental Design Handbook" provides hands-on advice emphasizing teamwork, for law enforcement and community leaders who want to establish neighborhood and community-level crime prevention projects. The handbook explains how to engage community organizations, gather needed information, and initiate a discussion of the positive effects of designing such programs on the quality of life of a neighborhood.

To order, call 800/NCPC-911 (credit card orders only) or contact NCPC's fulfillment center, P.O. Box 1, 100 Church St., Amsterdam, NY 12010. The cost is \$21.95 (item M62).

A 108-page buyer's guide listing videos, booklets, pamphlets, posters, curriculum, software and other unique, prevention products offering solutions to difficult guidance issues for educators, counselors, parents and children is available free of charge, from the Bureau for At-Risk Youth.

For more information, contact the Bureau for At-Risk Youth, P.O. Box 760, Plainview, NY 11803-0760; or phone: 800/99-YOUTH.

A revised sample investment policy, originally developed by the Government Finance Officers Association (GFOA) in 1995, is designed to be a model to assist state or local governments in preparing customized investment policies. The sample policy is designed to help public investors comply with state and local laws, regulations, and other policies concerning the investment of public funds.

For more information, visit GFOA's

homepage <http://www.gfoa.org>; or call the publications distribution center at 312/977-9700. Copies are \$5 each.

CALL FOR PAPERS

The **Intelligent Transportation Society of America (ITS)** invites all interested parties to submit papers on Intelligent Transportation Systems to be considered for publication and presentation at ITS '98: The Eighth Annual Meeting of ITS America. Papers should address delivering intelligent transportation systems, ITS research and development, explaining ITS to potential customers and beneficiaries, and integrating intelligent transportation systems. Papers by students are encouraged.

For more information on specifications, contact Sandra Fitzgerald at 202/484-4847.

MURAL CONTEST

The **Bureau for At-Risk Youth** is accepting entries for its fourth annual Outdoor Prevention Mural Contest. All educational, prevention and health organizations within the United States may apply. Entrants will be asked to describe their idea for a theme, how the mural would make a positive impact on their community, in what manner the community will participate, and the location selected for the mural. Entry forms must be postmarked by Dec. 31.

For more information, call 800/99-YOUTH.

NAME CHANGE

On Sept. 29, PSA The Bond Market Trade Association formally changed its name to **The Bond Market Association**.

Questions about the name change? Call Caroline M. Benn at 202/434-8400.

(Notices is compiled by Victoria Vickers, special correspondent.)

Job Market

ADMINISTRATIVE COORDINATOR — PIERCE COUNTY, WIS. (34,200): County seat: Ellsworth; part of Minneapolis-St. Paul Standard Metropolitan Statistical Area. Salary range \$59,920 to \$67,400. Newly created position. 17 member board of supervisors. 280 employees. Requires Master's degree in public or business administration with three or more years of public or private administrative management experience, with an emphasis in Human Resources management, or any combination of education and experience that provides equivalent knowledge, skills and abilities. Contact the Personnel Department 715-273-3531, Ext. 433. County application required filed by 10/20/97.

ASSISTANT REGISTRAR OF VOTERS, Salary: \$60,136.96–\$93,213.12 Annually — CLARK COUNTY, NEV.: Clark County Elections Department is currently seeking a qualified individual for the position of Assistant Registrar of Voters to manage the day-to-day election operations; assist in developing and implementing goals, objectives, policies, procedures and work standards for the department; plan, orga-

nize, administer, review and evaluate the activities of professional, technical and office support staff in specified functions through subordinate supervisors. Other responsibilities include representing the department and the County in local and state-wide forums; making presentations before various advisory committees, legislative, regulatory and community groups; facilitating the resolution of problems and the development of coordinated policies; conferring and assisting in the implementation of computerized systems to enhance departmental processes; directing the conduct of and conducting analytical studies and needs assessments; verifying or directing the verification of signatures on all types of petitions; i.e., referendum, initiative, and recall, in accordance with legally mandated directives and deadlines; monitoring, remaining current and interpreting changes in laws and regulations related to voter registration and election operations; evaluating their impact upon County activities, and developing and implementing policy and procedural changes as required.

REQUIREMENTS: Bachelor's Degree in Business or Public Administra-

tion, Government, Political Science or a field related to the work and three (3) years of full-time management experience in project management development. Appropriate combinations of education and experience will be considered. Preference will be given to applicants with specific election operation/management experience and/or experience in overseeing information technology implementation and usage. An ability to ensure that technology is appropriately applied to accomplish the day-to-day business functions of election management and to provide for the smooth operation of the early voting process and election tabulation will be highly weighted.

Working Conditions: This position requires working evenings, weekends and overtime for extended periods of time. Last day to apply: October 24, 1997. **CLARK COUNTY APPLICATION PACKAGE IS REQUIRED.** Apply to: Clark County Human Resources Department, 500 S. Grand Central Pkwy., P.O. Box 551721, Las Vegas, NV 89155-1721; (702) 455-4565. EOE M/F/D.

Continued on page 16

JOB MARKET from page 15

CHIEF INFORMATION OFFICER — BERKS COUNTY, PA.:

The County of Berks (Reading, PA) seeks an individual with strong managerial, communication and technical skills to serve in the newly created position of Chief Information Officer (CIO). The CIO reports directly to the Commissioners and is responsible for managing the information systems department and providing strong leadership and centralized control of the county's entire information technology and telecommunications operations. Qualified candidates must have an appropriate educational background and at least five years management experience working in large-scale information environments. The County of Berks offers a competitive salary and excellent benefits. Applicants should respond by October 21, 1997 with resume and salary requirements to: Mr. Harold R. Baker, Personnel Director, County of Berks, Berks County Services Center, 633 Court Street, 12th Floor, Reading, PA 19601; Phone: (610)478-6121; FAX: (610) 478-6206.

CHIEF OF POLICE — CITY OF PORTSMOUTH, VA.:

Population: 103,907. An energized and progressive city government, implementing high performance team-oriented management concepts focused on renewal of its community. Council-manager form of government. Reports to City Manager/Designee. Salary negotiable, depending on qualifications, plus automobile and competitive fringe benefit program. Department of 249 sworn/131 civilian employees covered by Civil Service. Requires innovative, motivated professional to lead, plan, organize and direct all operations of the Department. Requires strong leadership and management skills including: Public relations/public speaking; verbal and written communications skills; a people person; decision maker; problem solver; visible person; an organized individual; belief in team building; committed to youth programs; experience in working with programs of domestic violence; ability to work effectively with other departments, including elected officials; believer in staff training and development; a person who believes in citizen empowerment; understanding of how to use latest technology to provide effective police services/personal pc skills preferred; ability to live within budget; committed to diversity in hiring and promotions; good negotiating skills, grantsmanship ability; ability to relate to the officers of the Department; ability to deal effectively with community groups; and ability to participate as a part of the City's Leadership Team. Ability to lead the department forward in an atmosphere of empowerment and accountability consistent with the shared vision, values and leadership philosophy of the City, while managing the daily activities of the Department. Requires graduation from a four-year college or university with major course work in police administration, criminal justice or a related field and 10 to 15 years of progressively responsible experience in law enforcement work, including 3 to 5 years of major command responsibility; or any equivalent combination of training and experience which provides the

required knowledge, skills and abilities. Graduation from the FBI Academy or the Southern Police Institute is preferred. Evidence of continued professional development through completion of workshops and seminars and participation in professional organizations, including being up-to-date on current police issues, essential. Must obtain a Department of Criminal Justice Services (DCJS) Police Officer Certification, and possess a valid driver's license issued by the Commonwealth of Virginia. Experience and commitment to community policing. Experience in working with a community with similar diversity to Portsmouth. **Send confidential resumes by October 31, 1997 to James L. Mercer, President, The Mercer Group, Inc., 5579B Chamblee Dunwoody Road, Suite 511, Atlanta, GA 30338. E-Mail: mercer@mindspring.com. Internet: http://www.mindspring.com/~mercer/. Equal Opportunity Employer. Minority and women candidates are encouraged to apply.**

COMPUTER MANAGEMENT OPPORTUNITY — SCOTT COUNTY, IOWA:

The Scott County Courthouse is located on the eastern IA/western IL border in Davenport, IA. Davenport is part of the Quad Cities bi-state area located on the Mississippi River (Pop: 359,000). This area offers low cost of living, excellent school systems and many area attractions, as well as being centrally located between Des Moines, IA and Chicago, IL.

Scott County is seeking a Manager of Information Processing to manage an 8-member MIS team. This is a working/management position responsible for: formulating goals to sustain service demands, coordinating programming & tech support functions, overseeing a mid-size PC Lan Network.

Min. requirements include B.A. in Bus. Admin., Comp. Science or related field, 7 yrs of progressively responsible work exp. as follows: 3 yrs mgr/supr and 4 yrs technical. Exp. w/Novell and LAN/WAN essential. Programming exp. a plus. Effective project mngmt., problem solving skills and ability to suppr a team are essential. Salary \$42,648 with potential for 10% incr. in 1st yr and merit incr. yrly thereafter, plus generous benefits. Individuals in need of accommodation during the recruitment process are asked to notify our office in advance. Submit resume by 4:30 pm, October 15, 1997 to: Scott County Personnel Dept., 416 W. 4th St., Davenport, IA 52801 or fax to (319) 328-3285. EOE.

COUNTY ATTORNEY — GWINNETT COUNTY, GA.:

Gwinnett County (480,000 Population), a fast growing and prosperous county, with urban, suburban and rural areas, located just northeast of Atlanta, has a career opportunity for a Chief Legal Counsel.

The County Attorney is responsible for providing advice and counsel to the Chairman and the Board of Commissioners, the County Administrator, Department Heads and Constitutional Officers; manages the day-to-day activities of our in-house law Dept. comprised of 18 professionals (8 Attorneys and 10

Support Staff), as well as coordinates and manages outside counsel; prepares and implements department operating budget; litigates and coordinates work activities concerning litigation before local, state and federal courts and administrative agencies; renders legal opinions; and reviews, prepares and amends contracts and real estate transactions.

Qualified candidates must possess a minimum of a J D Degree and must be licensed to practice law in the state of Georgia, plus a minimum of 10 years of progressive experience practicing law in a public sector environment. A Master's Degree in public administration and/or previous experience in managing a large in-house law operation in the public sector is preferred.

Gwinnett provides an outstanding compensation and benefits package including medical, life, disability, dental and vision insurance, retirement, sick and annual leave.

Interested candidates should forward resume, along with salary history and requirements to: Gwinnett County Government, Dept. CLO, Employment Office, 75 Langley Drive, Lawrenceville, GA 30045. EOE M/F/D/V.

CRIMINAL JUSTICE SERVICES DIRECTOR, SALARY RANGE \$55,542.65-\$83,313.77 — ALACHUA COUNTY, FLA.:

The standard hiring salary is generally the base of the range. The Alachua County Board of County Commissioners located in Gainesville, Florida, is currently recruiting for the Director of the Criminal Justice Services Department and anticipates filling the position mid-January 1998. This Department Head position has full responsibility for a 920 bed county jail, drug treatment, work release, and several court alternative programs. Minimum qualifications for the position are: Bachelor's degree with major coursework in criminal justice, business, or public administration or closely related field and five (5) years progressively responsible administrative and supervisory experience in the criminal justice field, or any equivalent combination of related training and experience. Jail management experience desirable. Please mail or fax a letter of interest or resume to request an official application by October 31, 1997 to: Alachua County Personnel Office, Post Office Box 1467, Gainesville, Florida 32602; (352) 374-5219; (352)374-5223 Fax. Resumes will be accepted after this date only if submission deadline is extended. Please direct inquiries regarding this position to the above listed telephone number. Applicants with disabilities will be accommodated in the application process. An affirmative action/equal opportunity employer. M/F/V/H.

DIRECTOR OF ECONOMIC DEVELOPMENT — MARLBORO COUNTY, S.C.:

Marlboro County, located approximately 25 miles northeast of I-95 bordering North Carolina in northeastern South Carolina, has re-opened its search for a replacement for its recently retired Director.

Requirements

- 3-5 years "hands on experience" in economic development.
- Degree in Business, Economics, Public Administration, or related field; CED certificate preferred.
- Strong interpersonal skills and lead-

ership ability.

- Ability to work independently with minimum supervision.

- Computer literate.

Duties and Responsibilities

- Direct comprehensive county wide economic development program.

- Develop strategies to attract, expand and retain industry.

- Prepare and submit annual budget.

- Site development; data bank maintenance and expansion.

- Create advertising and promotional materials.

- Staff Public-Private Development Commission.

- Liaison with City, County and State officials.

- Structure industrial financing packages when required.

- Salary negotiable commensurate with experience and ability.

Director selected by County Council on recommendation by County Economic Development Partnership.

Send resume with salary history and references to: Edward L. Sealover, County Administrator, Marlboro County Administration, PO Box 419, Bennettsville, SC 29512. Deadline is October 17, 1997.

DIRECTOR OF PUBLIC WORKS — CITY OF BERKELEY, CALIF.

\$77,124 - \$106,044 annually plus state retirement fully paid by the City: The City of Berkeley, located on the east shore of San Francisco Bay, offers its 103,000 residents one of California's most interesting, diverse and attractive living areas. The City is seeking an experienced manager to direct the Department of Public Works (DPW). Reporting to the City Manager, the Director is responsible for the operations, planning, administration, financial management and intergovernmental relations for all



DIRECTOR HUMAN SERVICES AGENCY

Challenging administrative position available as Director of La Crosse County's Human Services Agency, encompassing Social Services, Mental Health, W-2, and Developmental Disabilities. Responsible for providing efficient program delivery and supervising 194 employees with \$30 million budget. Requires: effective communicator with strong leadership skills and proven administrative abilities and experience; master's degree in Public Administration, Social Work or closely related field; minimum of five years experience with progressively responsible administrative duties in human services programs. County residency required within six months from start date. Starts at \$57,425. Formal application required from Job Center (608-789-5627), 8th and Pine Streets, La Crosse, WI 54601, must be completed and returned by 4:00 PM Oct. 24. An Equal Opportunity Employer M/F.

Job Market - Classified Rate Schedule

- **Line Rates:** \$7 per line, NACo member counties; \$10 per line, others.
- **Display Classified:** \$40 per column inch, NACo member counties; \$60 per column inch, others.
- **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.
- **Estimates** given prior to publication are approximations only, and do not necessarily reflect final cost.

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

public works activities. Functional responsibilities include engineering, waste, corporation yard, streets and utilities, equipment maintenance and facility maintenance. DPW is comprised of employees and has a \$64 million budget.

Qualifications: Requires successful senior level management experience in organization of comparable size and complexity plus at least a Bachelor's degree in a public administration, civil engineering, architecture or other related field. Must have demonstrated leadership skill/ability needed to transform organizational culture to reflect City's commitment to exceptional customer service.

To apply: Please submit your resume along with current salary to Robert Slavin, Slavin Management Consulting, Incorporated, 3040 Holcomb Bridge Road, Suite B-1, Norcross, Georgia 30092. Phone: (770) 449-4656; Fax: (770) 449-0848. **Filing Deadline:** October 31, 1997.

HEAD START DIRECTOR — CHAMPAIGN COUNTY, ILL.:

Experienced administrator sought for collaborative, progressive Head Start Program with diverse countywide clientele. Current programs include \$2.6 million multiple grants. Visionary applicant desired to work with community resources (e.g., governing boards, families, state Parkland College, University of Illinois) to build a nationally recognized program. Experience needed in grants management, program planning and personnel administration. Masters Degree and Early Childhood/Head Start experience preferred. Minimum 5 years experience in administration. Starting salary \$48,000 - \$53,000 EEO/AA. Apply to: Head Start Selection Committee, Champaign County Regional Planning Commission, P.O. Box 338, Urbana, IL 61803 by October 31, 1997. Starting date negotiable.