

# County News

National Association of Counties • Washington, D.C.

Vol. 26, No. 22 • November 21, 1994

## Across the nation, voters tighten reins on taxes, terms

By Jill Conley  
staff writer

The message is loud and clear: Americans aren't satisfied with the way their government has been doing business. And results of the 1994 elections suggest that voters aren't simply asking for change; they're demanding it.

As the "throw-the-bums-out" theme resounded throughout the country, voters in six states tightened the reins on politicians by passing term limits. Fifteen other states have approved such measures in previous elections.

In Idaho, Massachusetts and Nevada, term limits are now in place for elected officials at all levels of government — including counties. For example, Idaho county commissioners may now serve a maximum of six years in office in an 11-year period while other local electeds may serve eight out of 15 years.

Elsewhere, voters sought greater control over government's ability to tax and spend. In Florida, a constitutional amendment was passed limiting the amount of revenue the state may collect in any fiscal year to the revenue collected in the previous year plus a growth adjustment.

Amendment 2 requires collections in excess of the cap to be transferred to the budget stabilization fund until that fund reaches 10 percent of the previous year's general revenue. Thereafter, the excess must be refunded to taxpayers.

Amendment 2 does not limit local government's ability to levy taxes, but it does affect state revenues that are currently shared with counties.

Counties are concerned that as the state feels the pinch of this amendment, it may become reluctant to enact legislation that earmarks revenues for other governmental entities.

Counties are also concerned that the legislature may consider shifting

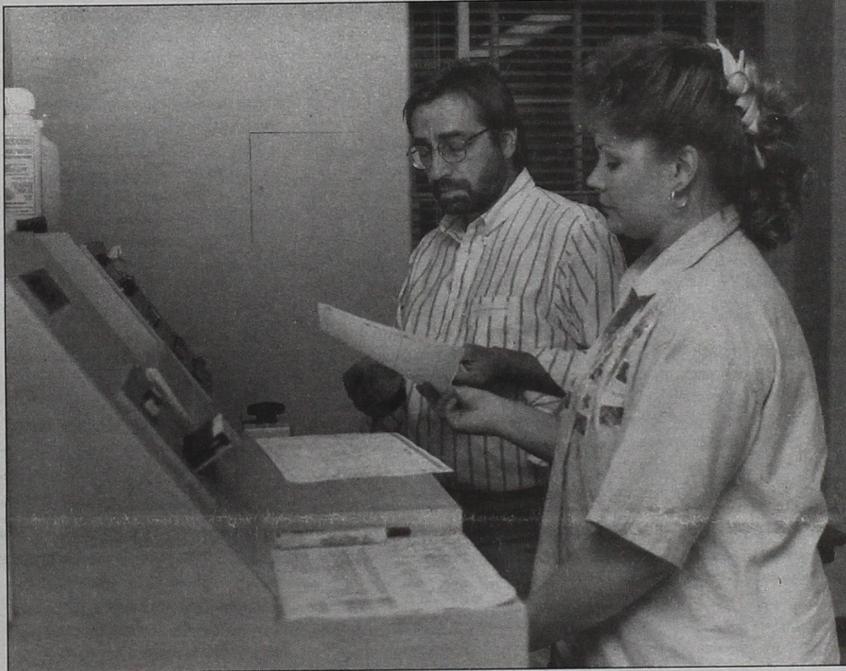


Photo courtesy of Indiana Gazette  
**John Luko, programmer, and Denise Peirce, data processing supervisor, run ballots through an optical scanner at the Indiana County (Pa.) courthouse, election night.**

the responsibility for funding certain state programs to local governments.

Floridians also passed an amend-

ment that could have an additional effect on county revenue sources.

Amendment 4 would allow rev-

enue-limiting ballot initiatives to fo-

See **REFERENDUMS**, page 2

## More county officials make jump from courthouse to Capitol

By Susan D. Grubb  
staff writer

"Change" was the loud message voters sent to Washington and the nation's statehouses when they cast their ballots this month. As a result, the ranks of present and former county officials on Capitol Hill and in the nation's statehouses grew. The fol-



lowing is a synopsis of the results:

### Arizona

Former Maricopa County Supervi-

sor Ed Pastor (D) was re-elected to the House with 62 percent of the vote, while Representative Karan English (D), former Coconino County supervisor, was defeated in her re-election bid.

### California

Representative Anna Eshoo (D), former San Mateo County supervi-

See **ELECTIONS**, page 2

## Record attendance expected for Legislative Conference

By Jennifer Ryan Safsel  
legislative assistant

The dramatic electoral shift that swept the nation this month will bring nearly 100 new members of Congress and put the Republicans in control of the House and Senate for the first time in 40 years. How will the new Congress affect counties?

The theme of NACo's 1995 Legislative Conference, "New Congress - New Opportunities: Counties Challenge the 104th," reflects NACo's intention to give county officials the tools and opportunities they need to voice their concerns to Congress and the Administration.

As a result of the recent history-making changes in Congress, NACo is expecting a record number of attendees and has altered its traditional Legislative Conference structure.

Set for March 3-7, the conference will be structured to provide more hands-on, issue-specific workshops, as well as more opportunities to make visits to Capitol Hill.

Tuesday's traditional luncheon has been eliminated, in favor of a continental breakfast, preceding bus trips to Capitol Hill and congressional visits. "County commissioners should start planning as early as possible for meetings with their members of Congress for Tuesday, March 7 in the late morning or early

See **CONFERENCE**, page 7

### County Courthouse Photo Contest!

For the more than 300 counties that entered our photo contest last spring... your wait is nearly over.

Judging should be complete by the first week of December. Winners will be notified by phone, and winning entries will be published in the Dec. 19 issue.

In December, NACo's Board of Directors will vote on a proposal to increase NACo membership dues. NACo President Randy Franke outlines his reasons for seeking a dues adjustment and asks for member support in "Issues & Ideas."



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Technology can speed up traffic citation management and slow down gridlock.

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NACo Executive Director Larry Naake examines the impact of this month's election on county issues in his "Publisher's Perspective" column.

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## Issues & Ideas

# Dues adjustment is essential to reach NACo goals

By Randy Franke  
NACo president

During my campaign for NACo third vice president in 1991, I stressed the importance of the financial health and stability of the association.



Randy Franke

Three years later as president, I have not wavered from that belief and continue to hold NACo's financial stability as a top priority.

I pushed for the creation of the NACo Finance Committee, a five-member group, made up of representatives from the NACo Board of Directors, charged with helping review the finances of the association. We now have a handbook for the board and a board orientation program that includes financial information. We have made good progress toward financial stability under the leadership and actions of the Board of Directors, Executive Director Larry Naake, and Finance and Administration Director Kathy Bosak.

But, we are not completely out of the woods where financial instability lurks. NACo receives less from member dues than the average association of its size and composition. Dues

represents approximately 20 percent of total income. The association industry average for NACo's size and composition is 37 percent. Now, this is not an entirely bad situation. Diversified sources of revenue provides some degree of a cushion — when one area is down, others may be up.

However, excessive reliance on non-dues revenue has proved disastrous in NACo's history. In 1977, grants exceeded dues by two to one. In the 1980s, federal grants and contracts decreased and NACo's income stream plummeted 30 percent in less than three years. Financial difficulties with the NACo building created more pressure, resulting in a further decrease of NACo revenue and member services.

Between 1980 and 1983, NACo went from 140 employees to 42. Ten years later, we are still struggling to recover from this financial catastrophe and the deficit it created — a catastrophe based upon circumstances outside the control of the membership and a reliance upon non-recurring income.

We have seen revenue for NACo services, grants and conferences increase dramatically over the past four years, almost entirely due to PEBSCO, NACo's deferred compensation program, in partnership with Nationwide Insurance. In the past four years, we have worked to reduce the NACo deficit and improve the delivery and quality of member ser-

VICES. We did this with the royalties and fees received from PEBSCO. Unfortunately, in 1997, NACo's share of these profits will decrease instead of rise because the share to state associations will increase to 50 percent.

It is for this reason and the need to provide funding stability that I will ask the Board of Directors at its meeting on Dec. 10 in Bexar County (San Antonio), Texas, to approve a proposal to adjust the NACo dues.

I believe this adjustment is essential to ensure that NACo has the resources to reach its goals for the future — delivering the county message to national decision makers and helping counties to do their jobs better.

The Finance Committee and the NACo Executive Committee have reviewed the proposal and will take another look at it prior to the Board meeting.

The proposal recommends that NACo continue to use population as a factor to calculate dues and:

- increase NACo dues rate by 9.1 percent on Jan. 1, 1996
- increase minimum dues to \$350 and maximum to \$35,000, and
- implement annual adjustment based on the national Consumer Price Index or Social Security indices effective Jan. 1, 1997. Such adjustments would be contingent upon Board approval and based on the need to cover core member programs

or new programs.

This adjustment will allow us to keep up with inflation and the cost of doing business, and is necessary to ensure that there is enough money to support member services. Between 1984 and 1988, NACo was able to cover member services spending through dues and program income. Since that time, inflation and new member programs have decreased the ability of dues and other program revenue to support NACo member services.

NACo will be able to maintain program fiscal stability with this dues adjustment. The dues base provides a recurrent income stream to which there are two variables in the control of its board and members: the formula upon which dues are based, and the degree to which members see value and maintain satisfaction and are willing to pay dues.

All other revenue sources may be beyond the control of the association and its members: grants are under the control of a funding agency; entrepreneurial contracts are under the control of a business; and conferences depend upon attendance, facility, and the degree to which individual host counties contribute.

The best funding scenario is one in which we can rely on some program or external income to complement and enhance member services, and rely on dues to provide funding

stability for traditional recurring member services like legislative affairs, research and *County News*.

NACo, however, cannot rely too heavily on the growth of its entrepreneurial services to meet funding needs for necessary and desired member services. To do so could mean a future reduction in member services.

Both committees and I recognize that many counties are facing difficult financial problems. Asking for a dues increase is not an easy decision. However, in hard times we need a strong voice in Washington. Nearly 60 years ago at the height of the Depression, county officials reached that same conclusion and established NACo.

Today, NACo has prepared an aggressive plan that will ensure solid and effective representation and execution of valuable programs and services that help counties. We must have the revenues to finance this plan.

I ask you to consider this proposal carefully, then urge your representatives to the Board of Directors to support this dues adjustment.

Keep in mind, there is a safety valve. The Board will review the yearly adjustment and has the power to rescind the annual increase if the board determines that it is not needed. The bottom line is that this dues adjustment is critical to the future of our association.

## REFERENDUMS from page 1

on more than one issue. Under current law, amendments affecting county revenues must be limited to a single subject issue. For example, an amendment may not limit taxes and fees. Under the new law, not only could an amendment address both

taxes and fees, but it may also address state and local revenues simultaneously.

In Montana, voters turned down — but only by slim margins — two constitutional amendments that would have limited government's

ability to raise revenues.

One, which would have required a public vote on any new state or local tax increase, failed on a vote of 47 percent for and 53 percent against. The other, which would have required at least a two-thirds vote of

any governmental body to increase any tax or fee, failed on a 49 percent to 51 percent vote.

Oregonians also turned down the opportunity to vote on all new taxes and fees. But, on the other side of the country, voters in South Carolina elected a governor, 37-year-old David Beasley, whose campaign promised voters a voice in every new tax initiative.

Perhaps the most controversial measure limiting government spending came out of California, where voters passed Proposition 187.

The initiative, which is aimed at controlling illegal immigration, denies government-funded, non-emergency services to illegal immigrants effective immediately.

In a letter requesting the Clinton Administration's support for the initiative, Governor Pete Wilson wrote, "The people of California have sent a clear message by passing Proposition 187, the Save Our State Initiative — that no longer will we tolerate the burden of providing educational, social and non-emergency health services to those who break our laws and enter our country illegally."

Full implementation of the measure has been held up by suits challenging its constitutionality. If it survives in court, Proposition 187 will have massive ramifications for counties which play a huge social service, public health, public education and

emergency service role in the state.

Not surprisingly, another of the central themes of the 1994 elections was that America needs to get tougher on crime. Many states passed measures stiffening sentences for violent crimes, including California where voters said, "Three strikes, you're out," for 25 years.

Georgians took the hard line a step further. There, two strikes will get violent offenders life without parole.

Other hot issues that appeared on ballots throughout the country included: restricting smoking in public places, which generally won; allowing or expanding casinos or gaming, which generally lost; and limiting government efforts to protect homosexuals from discrimination, which lost by tiny margins in the Northwest.

All of this — and the fact that conservative candidates saw sweeping victories — has pollsters, politicians and the media speculating that Americans are hungry for a higher moral agenda. But what, exactly, that means is extremely subjective.

However, one thing should be crystal clear as a result of the 1994 elections: Americans want action and accountability from their government. And they're prepared to do something about it.

## ELECTIONS from page 1

sor, won re-election to the House with 61 percent of the vote.

Santa Clara County Supervisor Zoe Lofgren, a Democrat, took a House seat with 65 percent of the vote.

### Florida

Facing no opposition in her second bid to the House, former Jacksonville-Duval County Council member Tillie Fowler (R) won her re-election race.

### Kentucky

With 59 percent of the vote, former Mayor of Lexington-Fayette County Scotty Baesler (D) won re-election to the House.

### Maryland

At press time, Prince George's

County Executive Parris Glendening (D) was ahead in his bid for Maryland governor.

### New York

Democrat Carolyn Maloney, a former New York City-County councilmember, was re-elected to the House with 63 percent of the vote.

Former Suffolk County Legislator Rick Lazio (R) won re-election to the House with 68 percent.

Incumbent Representative Peter King, former Nassau County controller (R), won his House race with 59 percent of the votes.

### North Carolina

With 61 percent of the vote, former Warren County Commissioner Eva

Clayton (D) won her second term in the House.

### Ohio

Hamilton County Commissioner Steven Chabot (R) won election to the House with 56 percent of the vote.

### Pennsylvania

In his bid for lieutenant governor, Bucks County commissioner Mark Schweiker (R) won the office with 45 percent of the vote.

Montgomery County Commissioner Jon Fox (R) and Washington County Commissioner Frank Mascara (D) were both elected to the House with 49 percent and 53 percent, respectively.

### Virginia

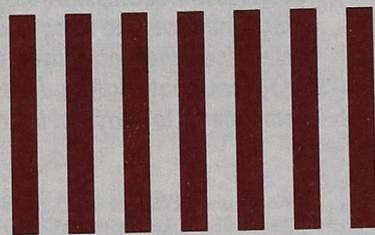
Republican Tom Davis, Fairfax County board chair, won a seat in the House with 52 percent of the vote.

### County News invites Letters to the Editor

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



NATIONAL  
**COUNTY**  
GOVERNMENT  
WEEK



April 2-8, 1995

National County Government Week  
is being celebrated on April 2-8 next year.

The theme for the celebration is  
children's issues.

A national videoconference on children's  
issues will be held during  
County Government Week.

Information packets, which offer ideas and  
suggestions for activities to be held during the  
week, will be mailed in early January.

To ensure that you receive a packet,  
call 202/942-4212.



# Technology keeps traffic citation management from going into gridlock

Sound transportation management is important to the health and vitality of any county. A successful program, however, is not achieved by addressing isolated issues. Counties with successful transportation management programs have one thing in common — they have determined their objectives and have designed a program that tightly integrates the various components to carry out their transportation goals.

One of those components is citation management used in parking enforcement.

Citation management is the ability to record violation or infringement data and adjudicate and collect on that data. Although parking enforcement is a major area of citation management, these citations can also include running toll booths and red lights; moving violations; and permit management, such as residential parking permits, construction permits and vending permits.

Parking enforcement is essential to a city's overall traffic management function. City streets must serve numerous competing interests — moving traffic, unloading and loading goods and passengers, managing a public transit system, and handling parked vehicles.

Parking administrators are embracing information technology



to deliver the best services to their citizens, while being able to collect and enforce parking regulations most efficiently.

A case in point is the groundbreaking work conducted in the City of Chicago. When Richard M. Daley was elected mayor in 1989, he decided to go after the largest debt in the city — \$460 million in unpaid parking tickets. Police officers and meter maids were writing an average of 14,000 parking tickets a day, but only 10 percent were paid. The city wanted to re-engineer the entire parking process, not just add more technology.

The solution involved using the latest technology combined with business re-engineering processes to restructure Chicago's parking system, enhance customer service, and increase accuracy in processing tickets and remittances.

Some of the key technologies used in Chicago included automated data capture (ADC), geographic information systems (GIS), imaging and interactive

Program Elements	Technology Employed
Ticket Writing	ADC
Hearing Centers	Imaging, IVR
Meter Maintenance	GIS
City Planning	GIS
Customer Services Centers	IVR, Imaging, Network Management

**Counties with successful transportation management programs have one thing in common — they have determined their objectives and have designed a program that tightly integrates the various components to carry out their transportation goals.**

voice response (IVR).

Automated ticket writers allow parking enforcement officers to record vehicle, plate and violation data through a small handheld device. The device gives information to the officer as to the scofflaw history on the vehicle, automatically creates a ticket, and can call for a boot or tow immediately. At the end of the officer's

shift, the ADC is downloaded to the master data base. This eliminates the extra data entry traditionally found in parking bureaus.

By using a GIS data base, which links traffic violation data with maps, officials can pinpoint parking problems throughout the city. For example, maps can show where rush-hour meter violations frequently occur. Boot crews and officers can then focus their towing and ticketing efforts to keep major thoroughfares clear.

Interactive voice response has been especially popular with citizens who can now call the Chicago Traffic Bureau at any time of the day and access their ticket

information. The system can tell them the amount of their fine and allow them to pay for the ticket using a credit card. IVR has also allowed the phone unit to focus on citizens who need detailed assistance on difficult situations.

As a tool for ticket resolution, clerks can access the full portfolio of a ticket's history through imaging technology. The imaging subsystem allows for all written correspondence to enter the system and be cross-indexed with the associated ticket.

Administrative hearing officers can simultaneously review an image of a ticket and any correspondence associated with it, as well as mainframe data, and quickly decide if the citizen is liable.

Key to making the new system work in Chicago was moving ticket enforcement out of the overloaded court system and into neighborhood hearing centers.

Changes in state laws and city ordinances made it possible for motorists to contest by mail or request in-person hearings at any one of four computer centers. Network management technologies such as local and wide area networks allowed the city to offer "anytime-anywhere" access to citizens, thereby enhancing citizen access and, ultimately, compliance with the parking program.

And are the results telling? You bet they are! Eighteen months after the new system took effect, the collection rate had increased 600 percent. And, the system costs about \$5 million a year less to

See **TECHNOLOGY**, page 6

## NACo on the move

◆ Oregon Governor Barbara Roberts recently appointed NACo President **Randy Franke** to the state's Land Conservation and Development Commission. The seven-member commission sets policy for and guides the administration of Oregon's nationally acclaimed 20-year-old land-use planning system.

In Washington, Nov. 10-13, Franke represented NACo at a meeting of the Xerox Project. He also met with various NACo staff members.

Franke then traveled to Topeka, Kan. to address delegates to the Kansas Association of Counties meeting on the 14th.

Also at the Kansas meeting was Research Associate **Peter Lane**, who gave a presentation on various county volunteerism efforts.

◆ First Vice President **Doug Bovin** and Second Vice President **Michael Hightower** were in New Orleans, La., Oct. 27-29, for a meeting of NACo's Deferred Compensation Advisory Committee.

On Nov. 14, Bovin traveled to

Hot Springs, Va. to speak at the Virginia Association of Counties meeting.

◆ The role of county government in rural development programs was the subject of a White House meeting between Deputy Assistant to the President for Domestic Policy **Bill Galston** and Public Policy Director **Ralph Tabor** and NACo Fellow **Phil Rosenlund**, Nov. 10.

Also that week, Rosenlund had meetings with the staff of Senators **Alan Simpson (R-Wyo.)** and **Larry Craig (R-Idaho)** to review strategies concerning passage of the farm bill next year.

◆ At the Health Care Safety Net Summit in Hennepin County, Minn., Nov. 15, Associate Legislative Director **Tom Joseph** reviewed federal efforts to pass health reform legislation in 1994 and made projections for the coming year.

◆ At the Annual All States Radon Conference in Denver, Colo., Nov. 15-18, Research Associate **Lou Witt** participated in a roundtable ses-

sion where he talked about county governments' role in addressing their residents' health risk and the value to state and federal government in having counties as a partner in addressing radon-related problems.

◆ On Nov. 2-4, Research Associate **Naomi Friedman** was in Minneapolis, Minn. for the National Pollution Prevention Roundtable meeting where she participated in a Local Government Workgroup and talked about the needs and interests of local government regarding pollution prevention programs.

◆ Legislative Director **Reggie Todd** spoke at a forum on the future of the Federal Housing Authority, Nov. 3 in Washington. He specifically addressed the role of local government in the agency's mission.

◆ Corporate Relations Director **Tom Sweet** met with PEBSCO representatives from the south-central region in Oklahoma City, Okla., Nov. 10, to confer on enhancing the coordination between PEBSCO and NACo to help further the program.

◆ County Service Representative **Kaye Braaten** and Membership Coordinator **Susan Parrish** were in Sioux City for the Iowa State Association of Counties meeting, Nov. 16-18, to promote the benefits of NACo membership.

◆ The newest addition to the NACo staff is **Richard Sayre**, who will serve as a research associate for communications in the National Training and Employment Programs.

## County News

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

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Published biweekly except August by:

National Association of Counties Research Foundation, Inc.

440 First Street, N.W.

Washington, D.C. 20001-2080

202-393-6226 FAX 202-393-2630

The appearance of paid advertisements in *County News* in no way implies support or endorsement by the National Association of Counties for any of the products, services or messages advertised.

Second class postage paid at Washington D.C. and other offices. Mail subscriptions are \$82.50 per year for non-members. \$55 per year for non-members purchasing multiple copies. Educational institution rate, \$41.25 per year. Member county supplemental subscriptions are \$16.50 each. Send payment with order and address changes to NACo, 440 First St. N.W., Washington, D.C. 20001.

County News cannot be responsible for unsolicited manuscripts.

POSTMASTER: send address changes to County News, 440 First St. N.W., Washington, D.C. 20001 (USPS 704-620) • (ISSN: 0744-9798)

### CORRECTION

In the Nov. 7 issue of *County News*, the annual budget figure reported for Anoka County (Minn.) Parents' Fair Share Program was incorrect. The program's annual operating budget for 1994 is \$424,441.

Publisher's Perspective

# Election '94: What it means for counties

By Larry Naake  
publisher

The dust is still settling in the aftermath of the mid-presidential-term elections. There is a strange calm over our nation's capital as people contemplate the impact of what has happened. Everyone expected change, but no one expected near-revolutionary change. We probably have not seen such a turn of events since the election of Franklin Roosevelt in 1932.



Larry Naake

Yet, despite the uncertainty, a number of things are becoming obvious and clear:

First, there is not only a Republican majority in both the Senate and the House, but there appears to be a supermajority of conservatives—a combination of the Republican majority and conservative Democrats.

Second, Congress now reflects the more conservative electorate that has been crying to get big government out of their lives and off their backs for many years.

Third, the Congress probably is more sharply divided because the more moderate Democrats have been defeated, leaving the liberal Democrats to do battle with the conservative majority of Republicans and conservative Democrats.

Fourth, the president must make a clear choice between forging compromises with this conservative majority or vetoing the "Contract with America" proposals (See "Contract with America" sidebar at right.) advanced by the House Republicans one by one as they arrive at the White House.

Fifth, we could, because of three and four above, see gridlock at an even higher level than we have in the past.

And finally, it is apparent that as of Nov. 9, 1994, the day after the elections, the campaign for the 1996 presidency began. This campaign will obviously affect the legislative agenda of both parties and of NACo.

## Impact on the NACo Legislative Agenda

One of the questions that NACo and counties need to answer over the next few months is "What is the impact of the shift in Congress on the county legislative agenda and priorities?" Although the answer to that question is certainly not yet clear, here are some preliminary thoughts on some of the major legislative initiatives advanced by NACo which affect counties.

## Unfunded Federal Mandates

In a Republican-controlled Congress, our chances should improve significantly for getting strong mandate-relief legislation adopted. From the outset, Republicans have been strongly supportive of S. 993, legislation advanced by NACo and the other state and local public interest groups. Senator Dirk Kempthorne (R-Idaho), the key sponsor of the bill, is expected to play a major role in crafting and moving legislation in the Senate next year. He may also be appointed to the Senate Governmental Affairs Committee, which is responsible for state and local mandates.

Senator William Roth (R-Del.), a cosponsor of the bill, is expected to take over as chairman of the committee, and Senator John McCain (R-Ariz.), also a sponsor of the bill, is expected to be named as chairman of the subcommittee.

In the House, Representative William Clinger (R-Pa.), a primary sponsor of the bipartisan companion bill, H.R. 5128, should take over as chairman of the Government Operations Committee.

A major question is whether the Republican leadership will push for a bill stronger than S. 993/H.R. 5128 or stick with the bipartisan compromise bill that advanced so far this year.

## Crime Act Implementation

There will most likely be a major push, especially by House Republicans, to unravel the crime bill passed this year,

to place more emphasis on protection and punishment, and to reduce the funding and emphasis on prevention. One of the 10 planks in the House Republican "Contract with America" states that House Republicans will push a bill to "stop violent criminals: Let's get tough with an effective, able and timely death penalty for violent offenders. Let's also reduce crime by building more prisons, making sentences longer, and putting more police on the streets."

NACo has called for a balanced crime package that emphasizes both punishment and prevention. We will see whether or not the new Republican majority can amend the crime act to place more emphasis on the protection and punishment side or whether they can successfully reduce the appropriations for the preventive side.

## Health Care Reform

Comprehensive health care reform is dead. The Republican-controlled 104th Congress will continue to push for efforts that will slow the cost of public health care, reduce the federal deficit, and continue to try to help those who have insurance. The push to cover 95 percent to 100 percent of the population with health care insurance will not continue. Counties will certainly be left with the responsibility for the uninsured.

The real question for counties is whether or not Congress and the Administration will successfully cap health programs like Medicaid and shift costs to state and local governments.

The president has already indicated that he will radically change his proposal. His chief of staff, Leon Panetta, stated last month that the focus will first be on cost containment. After the election, Mr. Panetta all but admitted that comprehensive health care reform was dead.

## Welfare Reform

The House Republican "Contract with America" includes a major provision of this year's House Republican bill on welfare reform. The bill's financing provisions include a cap on three entitlement programs: Aid to Families with Dependent Children, Food Stamps and Supplemental Security Income, as well as a cap on housing assistance. The proposal would also exclude legal immigrants from entitlement programs, except for emergency medical assistance. These caps and cuts would most likely represent a significant cost shift to state and local governments.

## PILT Appropriations

The PILT (Payment In Lieu of Taxes) appropriations outlook may be actually improved by this year's election, especially in the Senate. Senator Mark Hatfield (R-Ore.) becomes chairman of the Senate Appropriations Committee and Senator Pete Domenici (R-N.M.) becomes chairman of the Senate Budget Committee. Since Sen. Hatfield sponsored the PILT increase and Senator Domenici was a cosponsor and strong supporter, we have improved the chance that allocations from the budget committee to the Appropriations Subcommittee for Interior and Related Agencies will be increased to reflect the change in PILT.

On the House side, the picture is not quite as clear. Representative Ralph Regula (R-Ohio) is slated to become chairman of the appropriations interior subcommittee and Representative Joseph McDade (R-Pa.) to be the full committee chair. Regula

## HOUSE REPUBLICAN CONTRACT WITH AMERICA

A PROGRAM FOR ACCOUNTABILITY

We've listened to your concerns and we hear you loud and clear. On the first day of Congress, a Republican House will:

- Force Congress to live under the same laws as every other American
- Cut one out of three congressional committee staffers
- Cut the congressional budget

Then, in the first 100 days there will be votes on the following 10 bills:

1. **Balanced budget amendment and the line item veto:** It's time to force the government to live within its means and restore accountability to the budget in Washington.
2. **Stop violent criminals:** Let's get tough with an effective, able and timely death penalty for violent offenders. Let's also reduce crime by building more prisons, making sentences longer, and putting more police on the streets.
3. **Welfare reform:** The government should encourage people to work, not to have children out of wedlock.
4. **Protect our kids:** We must strengthen families by giving parents greater control over education, enforcing child support pay-raphy.
5. **Tax cuts for families:** Let's make it easier to achieve the American Dream: save money, buy a home, and send their kids to college.
6. **Strong national defense:** We need to ensure a strong national defense by restoring the essential parts of our national security funding.
7. **Raise the senior citizens' earning limits:** We can put an end to government age discrimination that discourages seniors from working if they want.
8. **Roll back government regulations:** Let's slash regulations that strangle small business and let's make it easier for people to invest in order to create jobs and increase wages.
9. **Common-sense legal reform:** We can finally stop excessive legal claims, frivolous lawsuits and overzealous lawyers.
10. **Congressional term limits:** Let's replace career politicians with citizen legislators. After all, politics shouldn't be a lifetime job.

*Next Gingrich*  
Newt Gingrich

IF WE BREAK THIS CONTRACT, THROW US OUT. WE MEAN IT.

has been moderately opposed to the PILT increase, primarily in response to Western senators holding up mining law reform, while McDade has been silent on the matter.

## Flow Control

In light of the new majorities in the House and Senate, along with potential committee leadership changes, enacting flow control legislation in the next Congress will be very difficult. Although our legislation had bipartisan support in the 103rd Congress, help from the Republican side of the aisle was relatively weak. Our Republican sponsors, Senator David Durenberger (Minn.) and Representative Alex McMillan (N.C.), have both retired. We will need to work very hard to find advocates for flow control among the new majority.

## The Balanced Budget Amendment

Another part of the "Contract with America" is the call for a balanced budget amendment and the line-item veto. A balanced federal budget amendment would certainly be ratified by the more conservative state legislatures that have taken control throughout the country, and would certainly be supported by many or most county officials throughout America who have to balance their own budgets at home.

However, the major issue for counties is the fiscal impact on state and local governments if the remaining domestic programs are slashed to provide a balanced budget and the cost for providing these programs is shifted to states, counties and cities.

Our role, as your national representatives, is to analyze the impact of a balanced budget amendment and to advance proposals that would minimize the impact of cost shifts.

As stated earlier, we certainly don't know all the implications of the elections of 1994, but we do know that monumental change has arrived and that the world for state and local governments will not be the same for many years to come.

# Swendiman to head NACo's Financial Services Center

Stephen C. Swendiman has been appointed managing director of NACo's Financial Services Center (FSC), effective Jan. 2, 1995. Swendiman's appointment was announced earlier this month by Doug Bovin, FSC board chair and NACo first vice president.

Currently executive director of the California State Association of Counties (CSAC), Swendiman has an extensive and successful background in creating and marketing financial services to local governments in California.

As chief executive officer of the CSAC Finance Corporation from 1987-1991, he created and



Stephen C. Swendiman

**"Cooperation and support of state associations will be important to both the short- and long-term success of the FSC."**

Doug Bovin  
FSC board chair and NACo first vice president

provided oversight for a variety of finance programs such as lease financing of capital improvements, tax anticipation note borrowing, industrial development bond issues and a cooperative purchasing program. Under his leadership, the corporation issued

more than \$3 billion in financing on behalf of local governments and non-profit agencies in California.

Swendiman also has an extensive history of involvement with county government officials nationwide. While serving two terms

as a California county supervisor (1978-1986), he chaired NACo's Subcommittee on Emergency Services, Timber Task Force and more recently he served on the National Council of County Association Executives' Future Services Committee. Swendiman also serves as chair of NACo-partner PTI's Finance Committee.

"[Steve] has a broad knowledge of public finance and public financial services already used in creating successful programs for counties and municipalities in California," Bovin said, adding, "Perhaps just as importantly, he is a respected member of the NACo family. Cooperation and support of state associations will be important to both the short- and long-term success of the FSC. Steve's stature among state association executive directors should assist in gaining this support."

Swendiman was chosen from among more than 150 applicants after a two-and-a-half month search following the Annual Conference in July.

The Financial Services Center is NACo's newest member services program. A public-private partnership, FSC will offer a broad mix of financial products and services to counties and their employees.

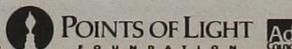


Photo: Cherry Kim

*"Thanks to the  
Tin Man, Toto and Lei Tung,  
Becky's reading level  
is up two grades, and our  
productivity is up 21%."*

—Larry Ellison, CEO, and Jim Abramson, Chairman, Oracle Corporation

Employee volunteer programs benefit everyone involved. Volunteers, like Oracle's Lei Tung, know they make a meaningful difference in someone's life. Employee volunteers feel good about themselves and their company, which makes for improved morale and can give productivity a real boost. You can do for your employees and your community what Oracle is doing for theirs. The Points of Light Foundation can help show you how. To find out more call 1-800-888-7700.



## TECHNOLOGY

from page 4

Results	
Ticket Revenue	Increased 50%
Collections Rate	From 10% to 70%
Meter Revenue	Increased 42%
Scanning Rate	4 Million Documents per Year
Traffic Speed	Increased 15%

operate than the old system. The table above shows some of the efficiencies gained through the use of information technology in parking enforcement.

Recent advances in information technology now offer all levels of government the opportunity to integrate and coordinate the delivery of services, streamline government operations, and promote economic efficiency. The benefits and advantages of easy access to information are positive, not only for the governing bodies, but ultimately for citizens as well.

(For assistance from NACoNET, NACo's information technology service, call toll free: 1/800/551-2323. Any comments, questions or suggestions for future topics can be sent to: Technology News, c/o County News, 440 First St., N.W., Washington, DC 20001, or fax to: 202/737-0480.)

# Carsky seeks NACo third vice presidency

Westchester County (N.Y.) Legislator Katherine S. Carsky has formally announced that she will seek the third vice presidency of the National Association of Counties. The position is the fourth highest rank in the national policy-making body. If Carsky is successful in her bid, she would automatically become NACo president in 1998.

Speaking from her White Plains, N.Y. office, Legislator Carsky called the third vice presidency "the Northeast's best chance before the end of the century to have a strong voice in the most vocal organization setting policy for and lobbying the federal government on behalf of counties."



Westchester County (N.Y.) Legislator Katherine S. Carsky hopes to win NACo third vice president slot.

Carsky has long been in NACo, most recently serving as the chair of the Health Subcommittee on Medicaid and Indigent Care. In

*"There is no harder worker for her constituents or more dedicated public servant than Kay."*

Andrew P. O'Rourke  
Westchester County (N.Y.) executive

the past, she has chaired the Labor and Employee Benefits Steering Committee and been an active member of the Health Steering Committee.

Carsky is receiving the enthusiastic backing of her legislative colleagues who passed a unani-

mous resolution supporting her effort. And Westchester County Executive Andrew P. O'Rourke has endorsed Carsky, saying, "There is no harder worker for her constituents or more dedicated public servant than Kay."

Carsky's bandwagon of support also extends statewide. New York State Association of Counties President Joe Eade said Carsky "possesses a significant working knowledge of the organization and its needs... and would be a commendable addition to the NACo leadership team."

The election will be held at NACo's convention in Fulton County (Atlanta), Ga. during the week of July 21-25.

## CONFERENCE from page 1

afternoon," said NACo's Legislative Director Reginald Todd. "With such a significantly new Congress, the timing of the Legislative Conference gives county officials an important opportunity to establish personal contacts with members which will mean more this year than any other."

NACo will continue its tradition of an Opening General Session on Sunday, a General Ses-

sion on Monday morning, and a Delegate Luncheon on Monday afternoon.

Invited speakers include: President Bill Clinton, Senate Majority Leader Bob Dole (R-Kan.), Speaker of the House Newt Gingrich (R-Ga.), House Minority Leader Richard Gephardt (D-Mo.), White House Chief of Staff Leon Panetta, Senator Dirk Kempthorne (R-Idaho), Repre-

sentatives William Clinger (R-Pa.) and John Coyners (D-Mich.), and the Children's Defense Fund President Marian Wright Edelman.

In NACo's effort to better serve its members, there will be a Member Service Booth to answer membership questions; workshops geared to newly elected county officials; an extended workshop block to provide workshop participants with more in-depth in-

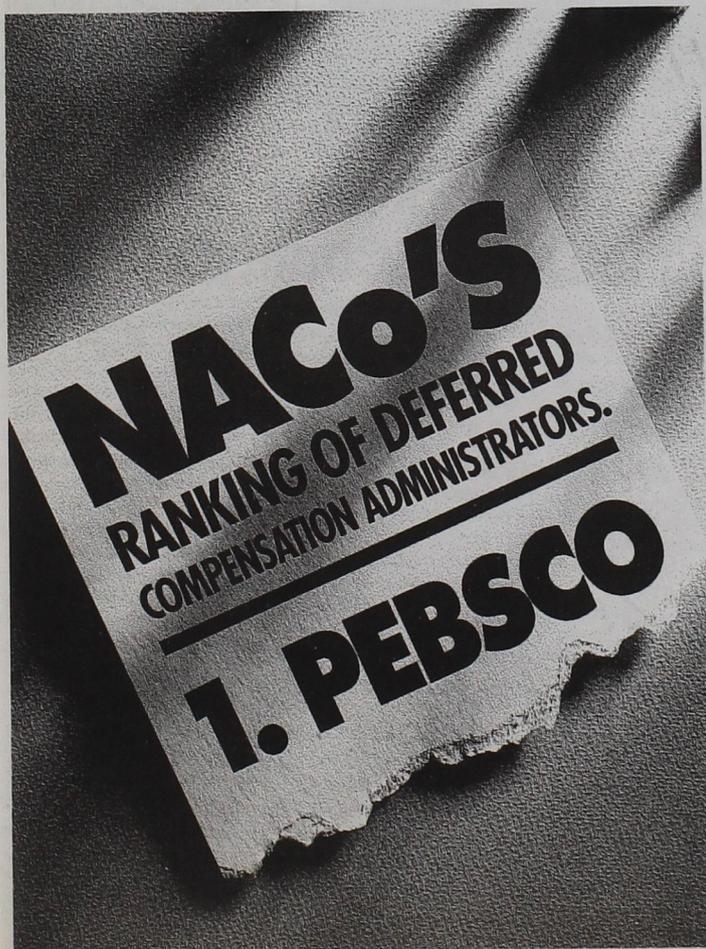
formation; as well as a NACo services area where members can get acquainted with NACo corporate partners: PEBSCO, EDS, MAXIMA, INFORAMP and the Financial Services Center.

"With counties facing new challenges, technologies and opportunities, the 1995 NACo Legislative Conference will be an extremely important conference for every county in the country. Coun-

ties must be the driving force for change," said NACo Executive Director Larry Naake.

You should be receiving your conference brochure in the mail shortly. However, you can pre-register for the NACo Legislative Conference now by filling out the preregistration form on page 12 and returning it to NACo.

For more information, contact Horacio Gavilan at 202/942-4220.



## Look No Further.

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

And no wonder. For more than 2,100 jurisdictions participating in the NACo program, PEBSCO is the undisputed leader - administering in excess of \$2 billion in NACo program assets for over 180,000 public employees.

Our story is told in a new booklet called, "How To Select The BEST Deferred Compensation Program." It's yours free when you call 1-800-545-4730. It'll tell you exactly how, and why, we've become the favorite elected representative of county government.

Proving, once again, that when government officials rank deferred compensation program administrators, we always end up on top.



# Two Florida counties tackle environmental protection through a front-end approach

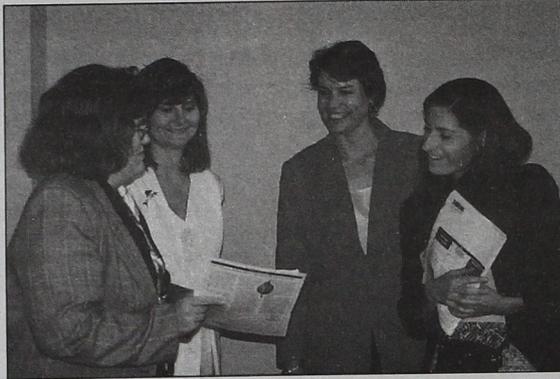
By Naomi Friedman  
research associate

Dade and Broward counties, Fla., known for easy access to the beach, tourism and boating, have found that by working cooperatively with local industries to prevent pollution at the source, they have increased compliance with environmental regulations and come closer to meeting the objectives of public health and natural resource protection.

Kay Gervasi, Broward County's pollution prevention manager, and Lori Cunniff, Dade County's pollution prevention manager, described their respective approaches to pollution prevention to a group of city and county officials at a recent meeting of the Municipal Waste Management Association in Ft. Lauderdale.

According to Gervasi, Broward County reorganized its Hazardous Material and Solid Waste Division in 1992 to create a new non-regulatory section designed to assist businesses with preventing pollution. A staff of three provide technical assistance to select industries through the development of "Best Management Practices" for predominant businesses. Targeted industries include marinas, the metal finishing industry and automobile salvage yards.

The county uses a three-prong



(l-r) Judy Sheahan, director of special projects, Municipal Waste Management Association (MWMA), takes a break during the MWMA meeting in Ft. Lauderdale to speak with Kay Gervasi, Broward County's (Fla.) pollution prevention manager; Lori Cunniff, Dade County's (Fla.) pollution prevention manager; and NACo Research Associate Naomi Friedman.

approach to pollution prevention. First, it informs relevant businesses of the federal and state regulations, such as the Resource Conservation and Recovery Act, with which they must comply. Second, it assists these industries to recognize what they can do to minimize releases into the environment. Third, it works with them in developing a pollution prevention plan for each facility, which includes how operations can be improved, material and product substitutions, and technology and process modifications. The county is also working on

evaluating pollution prevention opportunities in its own facilities.

"Businesses were initially skeptical about the county's new role," asserts Gervasi. "They had long thought of the government as regulator and were not accustomed to its new non-adversarial mission." However, with time, the Department of Natural Resource Protection has gained the trust of businesses, and companies have found the information provided by the team of "white hat" (non-regulatory) county officials quite useful.

Businesses also have their own

*"While it sometimes appears that businesses participating in workshops are skeptical about the information provided by the county, they frequently return to their plants and implement innovative waste-minimization techniques that far exceed our expectations."*

Lori Cunniff  
pollution prevention manager, Dade County, Fla.

motivation to participate in pollution prevention programs. The effect of pollution, including "no fishing" signs and the appearance of dead fish on the New River, was beginning to cut into the economic vitality of certain industries, such as recreational boating. While the county is not yet able to quantify reduced pollution emissions, it has found that it is giving out fewer violation notices.

Neighboring Dade County received some seed money from the EPA (via the state of Florida) to begin its pollution prevention program. Additional funding comes from settlement agreements and other sources.

Similar to Broward County, Dade County has found that pollution prevention programming has helped improve its relationships with the regulated community. The county provides businesses with on-site technical au-

ditions, and conducts workshops and seminars on topics such as alternatives to solvents. It also serves as a clearinghouse of technical pollution prevention information (including EPA documents), and publishes a quarterly pollution prevention newsletter. In addition, pollution prevention audits can be required as part of a consent agreement with facilities that have not complied with previous enforcement actions.

Dade County has found that businesses participating in the program can reduce future liability and operating costs, and improve their company's image. According to Lori Cunniff, "While it sometimes appears that businesses participating in workshops are skeptical about the information provided by the county, they frequently return to their plants and implement innovative waste-minimization techniques that far exceed our expectations."

## County News staff win Awards of Excellence

County News Staff Writer Jill Conley, Editor Beverly A. Schlotterbeck and Photographer David Hathcox have won Awards of Excellence in the APEX '94 Sixth Annual Awards for Publication Excellence, sponsored by Communications Concepts, Inc.

Conley won an Award of Excellence in feature writing for her coverage of the 1993 summer floods in the Midwest (*County News*, Aug. 16, 1993). Schlotterbeck and Hathcox were joint winners in the photography category for the March 21, 1994 *County News* front page and inside spread coverage of the Mandate Madness Rally.

APEX Awards are based on excellence in graphic design, editorial content and



the ability to achieve overall communications excellence.

APEX Grand Awards honor outstanding works in each category.

Awards of Excellence recognize exceptional entries in each subcategory. There were nearly 3,800 entries in this year's contest.

## Annual report keeps the clock ticking in Dakota County, Minn.

Are you tired of the same old format for your county's annual report? Are you looking for a fresh new style? If so, you might want to borrow the timely approach used by Dakota County, Minn. and Broward County, Fla.

Dakota County's 1993 citizens report, "Serving You Around the Clock," took county residents behind the scenes with county government, showing how it worked for them 24 hours a day.

From 3:30 a.m., when snowplow drivers work to keep county

roads safe for winter driving, to 1:45 p.m., when County Attorney James Backstrom argues a case in District Court, to 8:35 p.m., when Commissioner Patrice Bataglia meets with advisory committee members after an evening meeting, the report highlights the constant impact of county government on the lives of its citizens. Even at 2:20 a.m., an individual thinking about suicide could call the county mental health crisis line for help.

Broward County also reminded citizens of its constant presence

in their lives. The county's 1993 annual report appeared in the form of a 1994 calendar.

For each month, the calendar not only helped county residents track the days, but it also assisted them in learning about a wide variety of county government services. Copies were available in large print or braille, upon request.

For information about these and other 1994 NACo Achievement Award winners, contact the NACo Research Department at 202/942-4285.

## Census Bureau seeks advice

The Census Bureau is seeking advice from data users (e.g., state, local and tribal governments) about the content of the forthcoming decennial census. To obtain this information, the bureau is conducting the Survey of Census Needs for Non-Federal Data Users.

Survey respondents are asked

to provide their content requirements, including the legal citation where applicable, as well as the smallest geographic level needed for each item. Participants also are asked in the survey about the level of difficulty in finding alternative sources of data for content topics if they were no longer included on the

census questionnaire.

To participate in this survey, please contact Gloria Porter or Doug Lee, Bureau of the Census, Department of Commerce, Room 35553, Washington, DC 20233. You may telephone your request to: 301/763-4282, or transmit it by fax to: 301/763-5170.

## 1994 NACo Achievement Award Winners

## Hats off to ... counties helping the jobless

**Montgomery County, Md.**, for addressing the problems (e.g., loitering, littering, drunkenness) caused by immigrant day laborers and contractor gatherings at a local 7-ELEVEN® parking lot. To solve this problem, Montgomery County purchased a piece of property one block away, renovated the house, hired an outreach worker, and developed a program of employment, training and support services. Support services include English training, job skills training, employment referral, and legal services to day laborers affected by non-payment of wages. Life skills training, health screenings and health services are also provided *pro bono* by local community agencies.

**Los Angeles County, Calif.**, for providing more than 1,100 mental health clients with vocational services through an interdepartmental agreement between the departments of mental health and rehabilitation. Geared specifically for persons with a severe and persistent mental illness, the services include referrals, assessments, work-readiness classes, job training, job development, job coaching and ongoing support.

**Cabarrus County, N.C.**, for designing a program that gives absent-parent fathers, who have child support obligations, the ability to become self-supporting, responsible parents. This is accomplished through an innovative job development program to educate, train and assist dads in locating gainful employment. Through counseling, advocacy and support services, the social work staff is able to help clients with a variety of problems, including low self-esteem, poor motivation, substance abuse and transportation.

**Dakota County, Minn.**, for its public/private partnership developed to increase the employment and reduce the recidivism of county jail inmates. This program is one of only two in the country that offers this level of integrated education, vocational counseling and county-wide support. Through comprehensive programming, inmates receive information, referrals, counseling, case management, and employment and training services in order to assist with a successful transition to gainful employment.

**Henrico County, Va.**, for its interagency and community collaboration to provide in-depth job training to youth, grades 9-12. Participants receive eight weeks of educational work experience, quality on-the-job training, as well as instruction in leadership, work ethics, self-esteem and confidence. Three days a week, students work in one

of many job placement options, including history programs, park maintenance, public information, special events, cultural arts and therapeutic recreation programs. For the other two days a week, they attend educational training sessions where they hear from professional trainers, area business leaders and others.

**Frederick County, Md.**, whose Scott Key Center, a center for persons with developmental disabilities, developed a toner cartridge remanufacturing business to better meet the employment needs of disabled citizens in Frederick County.



This project provides a unique way for disabled citizens to learn a

marketable skill used by any business to cut the repair costs of laser printers and/or copying machines. The center is unique in that it is Maryland's only county government-operated center for the disabled population.

**Maricopa County, Ariz.**, for developing a system to monitor the job searching activities of unemployed individuals with delinquent child support payments. Clients must search for employment daily, maintain a detailed log of all employment contacts, and report in person at scheduled times to submit their contact logs. As a result of this

program, 50 percent of the clients became employed or began making support payments.

(Information on these Achievement Award-winning programs is available in the new publication series produced by the NACo Research Department. For more information, call Kelly Mackie, research assistant, at 202/942-4246. Also, contact the research staff if you would like to share your success stories by participating in the 1995 Achievement Award Program. Applications will be available in early December, so don't hesitate to request one now.)



## Video of the Oct. 28, 1994 Satellite Broadcast

The reviews are in! NACo's teleconference on the 1994 Crime Act, "Counties Counter Crime," gets two thumbs up from viewers across the country. If you missed it, don't be a repeat offender!

Make your reservations now for a videotape recording of the Oct. 28 event and get the inside track on what resources are available for you to help your community fight crime.

Fax your reservation to: Lois Kampinsky at NACo, 202/393-2630. Please include: your name, county, title, address and phone number.

Prices will depend on the number of order reservations we receive. Videotapes are expected to be available in 2-3 weeks. We will contact you with price information and confirm your reservation at that time. For more information, call Jennifer Ryan Safsel at NACo, 202/942-4270.

**NACo** National Association of Counties  
Counties Care for America

## News from the nation's counties

### North

#### PENNSYLVANIA

• The **ALLEGHENY COUNTY** Health Department joined with McDonald's fast food restaurants last month in a massive campaign to educate parents on the benefits of childhood immunizations.

"Immunize for Healthy Lives" distributed free immunization education materials in participating McDonald's restaurants during October, National Child Health Month. Trayliners and leaflets explained why vaccinations are important and gave the vaccination schedule recommended by the American Academy of Pediatrics, a partner in the project along with the National Association of County Health Officials. Public service ads on television featured actress Phylicia Rashad urging parents to vaccinate their children.

"We are pleased to have the support of McDonald's and believe its large network of restaurants in our region will be able to reach thousands upon thousands of local families with this very important health message," said County Health Director Dr. Bruce W. Dixon, M.D. "A recent survey indicates as many

as one-third of our area's two-year-olds lack age-appropriate vaccinations, when all it takes to protect a child are five visits to a doctor or clinic by the age of two."

For families that may not have a doctor or are uninsured and cannot afford to pay, the handout materials provided a toll-free Immunization Hotline to call for referrals to a health care provider.

"Our campaign is about local people working together to make a difference right here at home. It's a great example of a private-public partnership committed to improving our children's health," said Dixon.

### South

#### FLORIDA

• Nearly 1,000 of **METRO-DADE COUNTY'S** best curbside customers have earned the right to be called Super Recyclers and have been recognized for their outstanding recycling efforts with a special Metro-Dade Super Bin. On Saturday, Oct. 22, Recyclo, Metro-Dade's own "Waste Warrior," delivered the bins to Super Recyclers throughout the county.

The Super Bin is an extra large,

bright orange recycling container with the name Super Recycler emblazoned across the front. The 18-gallon bin is designed to hold large amounts of aluminum, steel, plastic and glass recyclables, and replaces the blue recycling bin currently used for these items.

"Distributing the new Super Bins is a wonderful way for the department to acknowledge those residents who are putting forth the extra effort that makes our recycling program such a success," said Deborah F. Higer, chief of the department's service development division. "I'm certain that our Super Recyclers will be proud to know that their efforts are really making a difference."

The Super Recyclers were selected from more than 266,000 households participating in Metro-Dade's curbside recycling program. Drivers for Community Recycling, the county's curbside recycling contractor, helped identify Super Recycler households from their daily routes. Each year, 1,000 additional households will be selected to join the Super Recycler ranks.

Since its debut in May of 1990, Metro-Dade's curbside recycling program has collected more than 151,000 tons of recyclable materi-

als. The program, which accepts newspaper, aluminum, ferrous metal, glass, plastic, household batteries and phone books, is the largest curbside program in Florida and one of the largest and best in the nation.

#### MARYLAND

• Twenty-two area banks and financial institutions have teamed up to create a \$1 million annual pool of funds to loan to small businesses in **MONTGOMERY COUNTY** that are unable to qualify for traditional bank financing. Under a public-private partnership spearheaded by the county's Economic Advisory Council and the Office of Economic Development, the banks have pledged \$5 million over a five-year period.

County Executive Neal Potter and Economic Development Director Jon A. Gerson recently joined members of the local banking community at a press conference to announce the formation of the new Montgomery County Bankers' Small Business Loan Fund, Inc.

Montgomery County government will support the loan fund's administrative costs through a special grant, while 100 percent of the bank funding will be used for loans. The banks will contribute to the fund in varying amounts, depending on the amount of their deposit base in Montgomery County.

Loans will be issued through the fund in amounts ranging from \$2,500 to \$100,000. Interest rates will be set at three points above the prime rate. All small businesses will be eligible to apply, including home-based firms and businesses owned by women, minorities and persons with disabilities.

#### VIRGINIA

• The **FAIRFAX COUNTY** Public Library has been selected as a winner in the 1994 "Share the Wealth" competition, sponsored by the Library Public Relations Council (LPRC).

The library was honored for a brochure it created to promote its "Know Your Library" Program. The winning entry was selected by a panel of judges as an innovative and effective informational or publicity piece from a field of more than 200 entries. It was included in a packet of winning pieces sent to LPRC's more than 200-member libraries.

The LPRC, founded in 1940, is an international association that promotes the development of effective public relations skills for library staff responsible for, or interested in, public relations activities.

### Midwest

#### MINNESOTA

• The recent acquisition of a computerized photo system will save the **ANOKA COUNTY** Sheriff's Department time, space and money. The new system, XImage, will replace the traditional, more expensive and time-consuming method of capturing mugshots on 35mm film.

The new system uses a sophisticated computer linked to a high-quality video camera to capture the mugshot. The photo can then be viewed on the computer screen or printed for a fraction of the previous cost. This will also allow for "Wanted" or "Missing" posters to be readily available, as well as photo identification of individuals being served warrants. Previously, this process was dependent upon contract printers, office hours and the company's capabilities.

The system will also match mugshots in its data base with physical descriptions given by witnesses.

### West

#### COLORADO

• The largest household chemical recycling and collection facility in the country recently opened in **JEFFERSON COUNTY**.

The new facility will allow Jefferson County residents to dispose of their household chemical wastes — such as motor oils, anti-freeze, paint, pesticides and cleaners — every week all year long, eliminating the need for annual household chemical roundups.

The facility will operate every Saturday from 8 a.m. to 1 p.m. on a reservation basis to control the type and amount of wastes being dropped off. It will feature a "Drop and Swap" Program that will allow residents to take home products left behind by someone else. The facility will also be used as a holding facility for evidence by the sheriff's department and the local police departments.

## Government: What to do with it now?

By Neal Peirce

Washington Post Writer's Group

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

"Why not close down the whole shebang" of government for a few days, to see what life would be like without it?

Frustrated with the riptide of anti-government sentiment sweeping the nation a few days before Tuesday's Republican landslide, federal budget director Alice Rivlin threw out that facetious suggestion in a talk to public administrators here.

The vision of closing down services from air safety control to Social Security, from local garbage collection to checking for dangerous bacteria in municipal water supplies, may be worth a chuckle. To some it sounds whiny — blaming voters whose message isn't simply less government, but better government.

But the elections repudiated a president who's made immense effort to "reinvent" the federal government from within. And in state after state, people seemed willing to eviscerate the public sector.

It's tough to avoid reading a message that government's too large, too much of a burden. A voter in Raleigh, N.C. told a reporter: "I just want government to leave me alone and quit taking one-third of

my paycheck." Her own job? She works for the state government.

In New York, historically a top spender among states, voters went for a Republican, George Pataki, who promises a hardly credible 25 percent cut in state taxes. Voters may not believe he can achieve it, but they seem happy enough with a slash and burn approach to state governance.

But is this simply churlishness? Voters may be also grasping, in an inchoate way, the idea that government, as we know it today, is losing a lot of its punch. It's probably dangerous to talk about big "paradigm" shifts, but William Dodge, a Pittsburgh-based government consultant, offers one that rings true in many ways.

In the old days, he says, we looked for solutions to our problems at three levels — federal, state and local. But the new order of problems and potential solutions, Dodge suggested, are radically different: They are global, they are regional, and they are neighborhood.

Dodge may have a point. Global economic restructuring tears apart familiar relationships and has been forcing every institution — business, government, medicine, maybe even academia and the media — to cut costs, reorganize and redefine its role.

Strategic planning for the future may be best focused at the level of the real city of our time, the great citistate regions where 80 percent of us live.

And it's at the level of the neigh-

borhood, of grass-roots community, where America's grave and growing social problems must ultimately be dealt with.

If there's truth to this, then government organized along the familiar federal-state-municipal lines is bound to seem less and less relevant to people's needs. Citizens may indeed need to lead — and make do — a lot more for themselves. The Republicans sound closer to that new idea than the Democrats, a partial explanation for their triumph.

Yet in a campaign season polluted by viciously negative ads, there was virtually zero discussion of things that matter — how we'll need, on many fronts, to invent new types of institutions, from integrated regional road and transit systems to neighborhood-directed all-day schools to ways our regions can negotiate their own environmental future or forever be victimized by federal and state regulations.

And while Republicans celebrate an historic breakthrough, old-style partisanship is unlikely to hold for long. Most youth don't even recognize that political parties exist. Clinton couldn't hold his Democrats together on multiple issues, health care included. More PACs (political action committees) may now move over to support the Republicans — in time entangling and destroying them as an effective governing force as the Democrats have just experienced.

Indeed, the great question mark around Republican governance in Congress is whether 40 years of

See PEIRCE, next page

## More news from ...

**FLORIDA** — The **SEMINOLE COUNTY** Board of County Commissioners recently adopted a water-efficient (Xeriscape) landscape ordinance that is mandatory for all newly developed multifamily and non-residential properties in the county.

Nearly a year of research and analysis went into preparing the ordinance which addresses preservation of existing plant communities, the use of native and drought-tolerant plant species, maximum turf areas, and the design of water-efficient landscapes.

The county is now in the process of developing a public information campaign which includes an information workshop for consultants and the public and the creation of several pamphlets that explain the ordinance and highlight the benefits of water-efficient landscaping.

For more information, contact Doug Kelly at the County Comprehensive Planning Division, 1101 E. First St., Sanford, FL 32771, phone: 407/321-1130, ext. 7394.

# Notices . . . notices . . . notices

## CONFERENCES

■ **The International Centre for the Study of the Preservation and Restoration of Cultural Property** will offer its internationally known, four-month course, titled "Architectural Conservation," in Rome, Italy in early 1996, and a shorter technical three-week course, titled "Japanese Paper Conservation," in Tokyo and Kyoto, Japan, in November 1995. These courses are open to mid-career American preservation professionals. The deadline for applications for "Architectural Conservation" is Feb. 15, 1995 and April 30, 1995 for the "Japanese Paper Conservation."

To apply, contact: Stephanie A. Bronwicz, Advisory Council On Historic Preservation, The Old Post Office Building, 1100 Pennsylvania Ave., N.W., #809, Washington, DC 20004, phone: 202/606-8516.

## PUBLICATIONS

■ **The Hospice Foundation of America and the Health Council of South Florida** has released a new publication, titled "When Natural Disaster Strikes."

This publication deals with the universal health care problem which follows any natural disaster — hurricane, flood, earthquake, tornado — when hospitals, hospices, home health care providers and emergency services are under special strain. The cost is \$8.95.

To order, contact: Hospice Foundation of America, 1334 G St. N.W., Suite 605, Washington, DC 20005, phone:

202/638-5419, fax: 202/638-5312.

■ **The International City/County Management Association (ICMA)** has released a special report, titled "Pollution Prevention: A Guide For Local Government."

This report provides local government with the tools they need to design comprehensive pollution prevention programs that will promote environmental protection, generate substantial savings, extend the useful lifetime to public service facilities, stimulate the local economy, and improve the public's image of government. The cost is \$31.50.

For ordering information, contact: Catherine Leining, ICMA, 777 North Capitol St., N.E., Suite 500, Washington, DC 20002-4291, phone: 202/962-3509.

■ "Public Investor" is the title of a monthly newsletter produced by the **Government Finance Officers Association (GFOA)** to help public-sector managers stay abreast of the latest information on safely investing public funds, as well as the effects that fluctuations in the economy may have on investments.

"Public Investor" carries articles on topics such as: "Derivatives," "Changes in the Treasury Markets," "Electronic Payment Methods" and "Active vs. Passive Portfolio Management." The subscription rate is \$55 for GFOA members, \$70 for associate GFOA members and \$85 for non-members.

For more information, contact:

GFOA, 180 N. Michigan Ave., Suite 800, Chicago, IL 60601, phone: 312/977-9700.

■ **The Bureau of National Affairs, Inc. (BNA)**, has published a new edition of "Guide to State Environmental Programs."

This publication explains how programs in all 50 states and the District of Columbia are organized and implemented, and how they interact with other programs, industries and organizations nationwide. It also examines how each jurisdiction defines its priorities and manages environmental rulemaking, enforcement and reporting. The cost is \$75 plus shipping and handling.

To order, contact: The Bureau of National Affairs, Inc., BNA Books, P.O. Box 6036, Rockville, MD 20850-9914, phone: 1/800/373-1033, fax: 1/800/253-0332.

■ **Developed by the U.S. Department of Education, the Murals Reflecting Prevention Program**, a national initiative that uses the universal language of the arts to lead youth in an exciting exploration of drug prevention, is offering free educational resource materials.

The materials include a reusable project packet and video, featuring age-appropriate information on alcohol, tobacco and other drug use prevention; "how to" suggestions on creating portable or traditional wall murals; and tips on involving the community in the project.

To order materials, contact: Learn-

ing Systems Group, 1331 F St., N.W., Suite 800, Washington, DC 20004.

## CALL FOR MANUSCRIPTS

■ **Dane County, Wis.** recently established a Glass Ceiling Task Force to evaluate whether a glass ceiling exists for women and minorities in Dane County employment.

The task force is interested in speaking with and receiving reports from other counties and municipalities which have undertaken similar studies.

For more information, contact: Mary Louise Griffin, Dane County legislative services director, 210 Martin Luther King Jr. Blvd., Room 118, Madison, WI 53709, phone: 608/266-4533.

## PEIRCE from previous page

saying no, of blocking, of unifying merely to capture political attention, can be translated into a program more coherent and affordable than the campaign-season "Contract with America."

A friend likens the Republicans to the dog perpetually in chase of the car — until one day he catches it. The instant the cold plastic bumper's in his mouth, the exhaust fumes in his face, his canine brain has to wrestle with the question: What will I do now?

Republicans may reply: We'll do very nicely, thank you. Just look at the popularity of Governor Christie Whitman, working hard to cut taxes in New Jersey, or Governor Tommy Thompson, working to trim welfare in Wisconsin, or the phalanx of other GOP governors easily re-elected Nov. 8.

Yet, in the meantime, the dissolution of millions of American families proceeds, violence spreads and prisons explode with new inmates — even under supposedly successful "law-and-order" regimes. City-suburban income disparities get worse, intensifying dangerous social divisions between our "haves" and "have-nots." American schools compare miserably on a global scale of advanced societies.

When we finally get around to coping with these problems more effectively, government will have to be part of the solution. The trick will be redefining governance as a shared enterprise in tune with the new global to neighborhood realities — and most important, as "us," not "them."

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## Job market

**ACCOUNTING AND FISCAL CONTROL DIRECTOR (DEPARTMENT OF THE AUDITOR AND CONTROLLER) — SAN DIEGO COUNTY, CALIF.:** Reports to County's Chief Financial Officer/Auditor and Controller. Directs staff of 120 responsible for accounting procedures and controls for complex management information and financial systems;

property tax systems; municipal debt financing; payroll and accounts payable. County's budget is \$2 billion; workforce of 16,000. Extensive management experience is essential; certification as a public accountant, internal auditor information system auditor and a masters degree in accounting, finance, public administration or a related field is desirable. Benefits include relocation allowance. Starting salary negotiable. File by Wednesday, December 14, 1994. For application form and recruitment brochure detailing the selection process, position and benefits, please contact: County of San Diego, Department of Human Resources, 1600 Pacific Highway, Room 207, San Diego, CA 92101, (619) 236-2191 or 531-5139.

**DIRECTOR OF RISK MANAGEMENT — PINELLAS COUNTY, FLA.:** Pinellas County Govt, Florida is seeking a highly qualified individual to plan, organize, direct and coordinate the operations of the Dept of Risk Management including county-wide loss control, insurance, claims admin, safety, accident prevention, risk evaluation and forecasting, risk mgt information system, and financial mgt of the Risk Financing Fund. MINIMUM QUALIFICATIONS: B.A./B.S. in risk mgt, insurance, law, business or public admin and 5 yrs of responsible work in the field of risk reduction, retention, and/or transfer, financial admin, general or public mgt. Graduate study in the field of risk mgt, law or public admin may be substituted on a year for year basis for up to 2 years of the required exp. SALARY: \$41,072-\$67,496 plus excellent bnfts package. APPLY BY: November 30, 1994. APPLY TO: Personnel Dept,

400 S. Ft. Harrison Ave, Clearwater, FL 34616-5113; Phone: (813)464-3367. AA/EEO/ADA.

**ENVIRONMENTAL ENGINEER — GREENVILLE COUNTY, S.C.:** Greenville County (350,000 pop.), South Carolina's fastest growing metropolitan area is seeking to fill the position of Environmental Engineer. Responsibilities include assisting Director in development and implementation of the County's solid waste management plan; serving as project manager for composting, MRF, and other solid waste activities; coordinating work of consultants pertaining to Subtitle D landfills including post closure monitoring and remediation. Duties include general environmental compliance and other civil and environmental engineering related work. Minimum requirements include a Bachelor's degree in Environmental or Civil Engineering with major course work in environmental engineering and solid waste management and 2 to 3 years experience. PE preferred, not required. Salary range: 38,580 - 54,012. Deadline for application to be received is January 15, 1995. APPLY: Greenville County Human Resources Department, 301 University Ridge, Suite 500, Greenville, SC 29601-3660.

**INSPECTIONS AND LAND USE DIRECTOR (COMMUNITY DEVELOPMENT SERVICES) — WAKE COUNTY, N.C.:** - \$45,948 - \$53,208; (starting salary range, commensurate with experience) Bachelor's degree in planning, engineering, architecture, landscape architecture or public administration, preferably a Master's degree in one of the above areas and at

least 5 years of progressively responsible experience in subdivision, zoning and/or building inspections. Administer and enforce the N.C. Building Code, Zoning, Subdivision, and issuance of Development Permits. Supervise a staff of 40, including planning, inspections,

and support personnel. Apply by 12/15/94 to Wake County Personnel Dept., P.O. Box 550, Raleigh, NC 27602, (919) 856-6090. Wake County Applications only (No Resumes). Please include the job number, 459/93 and the job title when applying.

## COUNTY ADMINISTRATOR MANATEE COUNTY (BRADENTON), FLA.

Manatee County (population 220,000) is seeking a County Administrator for a full-service, non-charter County government. This contracted position reports to a seven-member Board of County Commissioners elected for four-year staggered terms (two at large and five by district).

Manatee County is a rapidly growing Gulf Coast County, with approximately 1500 employees (provides budgetary and support services for approximately 1,000 additional constitutional officer employees). Annual operating budget is \$219 million.

Candidates shall be qualified by administrative and executive experience and ability to serve as a chief administrator for the County and shall possess a Bachelor's Degree from an accredited college or university preferably in Public or Business Administration and at least seven (7) years recent appropriate senior management local or regional government experience and/or comparable business experience.

Salary negotiable. Candidates wishing to receive an information packet regarding this position must call (813) 748-4501 x3517. Submit resume with current and desired salary, social security number, and names and phone numbers of references by: December 30, 1994. Applications/Resumes are subject to public disclosure (F.S. 119.07).

Manatee County Human Resources  
1112 Manatee Ave. W., Suite 863  
P.O. Box 1000  
Brandenton, FL 34206  
813/748-4501 ext. 3520  
Fax# 813/749-3035  
EOE M/F/H/V.

Mark envelope: County Administrator Application.

## Job Market - Classified Rate Schedule

Rates: \$5 per line.

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

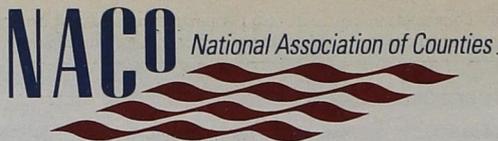
Display Classified: \$30 per column inch.

Billing: Invoices will be sent after publication.

Mail advertising copy to: Job Market, County News, 440 First St., N.W., Washington, DC 20001. FAX advertising copy to: Job Market, County News, 202/393-2630.

Be sure to include billing information along with copy.

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



Washington Hilton & Towers  
Washington, D.C.  
March 3-7, 1995

**Return completed form to:**

NACo  
Conference Registration Center  
P.O. Box 26307  
Akron, OH 44319

**1995 Legislative Conference**

**CONFERENCE REGISTRATION**

POSTMARK DEADLINE - FEBRUARY 3, 1995

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 FEES:**

Check box that applies	Earlybird postmarked by 1/20	Advance postmarked after 1/20 & ON-SITE
Member county attendee	<input type="checkbox"/> \$275	<input type="checkbox"/> \$325
Non-member county attendee	<input type="checkbox"/> 325	<input type="checkbox"/> 375
Other government attendee	<input type="checkbox"/> 300	<input type="checkbox"/> 350
Other private sector	<input type="checkbox"/> 350	<input type="checkbox"/> 400
Spouse	<input type="checkbox"/> 50	<input type="checkbox"/> 75
Youth	<input type="checkbox"/> 30	<input type="checkbox"/> 50

**AFFILIATE INFORMATION - Check box that applies**

<input type="checkbox"/> NACRC	<input type="checkbox"/> NACCA	<input type="checkbox"/> NCECE	<input type="checkbox"/> NACHFA
<input type="checkbox"/> NACP	<input type="checkbox"/> NACTFO	<input type="checkbox"/> NACE	<input type="checkbox"/> WIR
<input type="checkbox"/> NACHO	<input type="checkbox"/> WON	<input type="checkbox"/> NACTEP	<input type="checkbox"/> NCCAE
<input type="checkbox"/> NACA	<input type="checkbox"/> NACHSA	<input type="checkbox"/> NABCO	<input type="checkbox"/> NACAP
<input type="checkbox"/> NACITA	<input type="checkbox"/> NACCED	<input type="checkbox"/> NACIO	<input type="checkbox"/> ICMA
<input type="checkbox"/> NACPRO	<input type="checkbox"/> NACIRO	<input type="checkbox"/> NACS	<input type="checkbox"/> NACMHD

**POLITICAL AFFILIATION**

Republican  Democrat  Independent

TOTAL \$ \_\_\_\_\_ \$ \_\_\_\_\_  
 Spouse Full Name \_\_\_\_\_ Youth Full Name(s) \_\_\_\_\_

**PAYMENT METHOD:** Select one  CHECK  VISA/MASTERCARD  P.O. or VOUCHER  MONEY ORDER

**CREDIT CARD INFORMATION:** Select one  VISA  MasterCard

Card Number: \_\_\_\_\_ Exp Date: \_\_\_\_\_

Cardholder's 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 conference badge will be issued.

**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 **February 3, 1995**. Cancellation requests postmarked **February 3** or later will be subject to an administrative fee equal to one-half of the registration fee.

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER FEB. 3, 1995 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 \_\_\_\_\_ Departure Date \_\_\_\_/\_\_\_\_/\_\_\_\_ AM  
 \_\_\_\_\_ PM

Do you have a special housing request? Suites? \_\_\_\_\_

Please describe any special disability or handicap needs? \_\_\_\_\_

**PLEASE CHECK YOUR DESIRED HOTEL**

Indicate first choice with 1. Then number other choices from 2 to 6 in the order of preference. If first choice is unavailable, reservation will be made at the next available hotel according to your ranking. Each reservation requires a one-night's deposit.

HOTEL	SGL	DBL	HOTEL	SGL	DBL
- Hilton (Hdq) Standard .....	\$109	\$129	- Washington Sofitel .....	\$125	\$145
- Hilton - Moderate .....	129	149	- Courtyard Marriott .....	110	110
- Hilton - Deluxe .....	149	159	- Ritz Carlton .....	146	146

PLEASE NOTE: The Hilton will make every effort to place those requesting or receiving a higher rate in a higher room category (larger room size).

**Office Use Only**

Date Rec'd. \_\_\_\_\_  
 Check No. \_\_\_\_\_  
 Amt. of check \_\_\_\_\_  
 Total \_\_\_\_\_  
 Date entered \_\_\_\_\_  
 Entered by \_\_\_\_\_

Please check one of the following: \_\_\_\_\_ 1 person, 1 bed \_\_\_\_\_ 2 persons, 1 bed \_\_\_\_\_ 2 persons, 2 beds

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

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

**NOTE:** The NACo Conference Registration Center will send you an acknowledgement within two weeks of receipt of this form. The hotel will also send you an acknowledgement 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 acknowledgement.

**CREDIT CARD AUTHORIZATION**  MasterCard  Visa  American Express

Card Number \_\_\_\_\_ Exp. Date \_\_\_\_/\_\_\_\_/\_\_\_\_

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

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