

County News

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NACo holds first children's initiative forum

By Traci Dove
media relations assistant

NACo President Barbara Sheen Todd's campaign to highlight and strengthen the role of county governments in serving the nation's children kicked off on Nov. 18 in Sacramento County, Calif., with the first in a series of five regional forums.

The forums will explore how counties currently serve the needs of children, as well as accept recommendations about the system's future directions.

Overall, testimony at the Sacramento forum underscored the numbing burden counties shoulder in providing assistance to children and their families.

The proof of burden

Alameda County (Calif.) agencies are spending 80 percent of their resources to assist 20 percent of the population, and this 20 percent consists of the patients that are "over the edge," according to David Kears, Alameda County Health Care Services director. As a result, the county cannot keep its "at-risk" population from falling "over the edge."

"We either service families at a high cost or we don't service them at all. In Alameda, we currently see 15,000 patients a year, but only three percent account for the greatest costs ... the smallest percent of the community accounts for the highest costs and the worst outcomes," Kears told the panel.

Jerry Plummer, Sacramento County Family Preservation and Child Protective Services division chief, explained that his county's services are dangerously overbur-



Photo by Traci Dove

NACo President Barbara Todd, Monterey County (Calif.) Supervisor Barbara Shipnuck and KXTV-10 News Anchor Beth Ruyak ask questions of Butte County (Calif.) Supervisor Mary Anne Houx during NACo's first children's initiative forum in Sacramento County, Calif. Ruyak served as a moderator during the forum.

dened and is only capable of handling the worst situations.

"Our office currently handles 3,100 calls a month, but the county is only able to intervene in 500 cases, or one-sixth of the calls," Plummer said. "This demonstrates the fact that counties can currently only help worst-case scenarios and can't help before the citizens get to this over-the-edge stage. We are definitely the provider of last resort."

Despite this uneven, and ultimately unproductive, allocation of

resources, programs gauge success by the number of people in the system, not the overall number of success interventions. As California School Boards President Louise Perez explained to the panelists, the system currently rewards programs that have seen the most kids; not the ones that have seen the least, but cured the most.

To correct this deficiency, Plummer suggested that, "We need to focus more on the program evaluation techniques that measure success by outcomes rather

than by the numbers ... or better yet, find ways to measure how many people counties prevented from entering the system."

Panelists were also told that eliminating programs that don't work so that counties can redirect the funds to programs that do work would also help in the effort.

"If all we stand for is more money for more categorical programs, we are not going to be taken seriously," said Sid Gardner, di-

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Achievement Award Program takes on a new look in 1994

By Sharon Lawrence
research director

County officials across America are leading the way in "reinventing government" and finding better ways of meeting constituent needs. To reflect the spirit of that effort and the ever increasing scope of county government activities, the NACo Achievement Award Program is taking on a new look for 1994.

Since 1973, the NACo Achievement Award Program honors counties for the development of new service delivery programs and for implementing effective management practices. For the first time, however, the Achievement Award Program also will be open to policy, research reports, annual reports and personnel manuals. Applications are being solicited in several new categories as well, including pub-

See *ACHIEVEMENT*, page 9

Employment conference explores jobs in the '90s

By Jill Conley
staff writer

Nearly 700 local officials attended NACo's 22nd Annual Employment Policy and Human Services Conference in San Francisco, Calif., Nov. 19-22, which featured addresses by top national leaders and more than 40 informative workshops focused on "Redesigning Public Services," the theme for the conference.

Secretary of Labor Robert Reich was among the many leaders and experts who spoke at the conference.

Addressing a general session via satellite, Reich offered delegates an overview of the Clinton Administration's Workforce Investment Strategy. He pointed out that while America is experiencing an economic recovery, the jobs that are being created differ from those that have been lost.

"America is not getting its old

jobs back," said Reich. "It is developing new jobs."

Reich attributed the changing nature of the job market to the technological revolution, increased competition from Asia, and corporate and military downsizing in the United States. This, he said, is largely due to the technological revolution. "We used to have a lot of bank tellers. Now we have ATMs. We used to have a lot of telephone operators. Now we have electronic switchboards."

Also on hand from the Department of Labor was Assistant Secretary Doug Ross, who addressed a conference luncheon, Sunday, Nov. 21. Ross explained how the Clinton Administration plans to reform training programs for dislocated workers, develop one-stop shopping career centers, launch a school-to-work initiative, and establish national skills standards.

"Our aim is to help you serve your customers more effectively,"

said Ross. "We want to transform unemployment insurance into re-employment insurance."

Closely linked to the Administration's Workforce Investment Strategy is welfare reform, and Walter Broadnax, deputy secretary, Department of Health and Human Services, who was also on hand Sunday to share his perspective on the interrelationship of the two.

"The Clinton Administration's philosophy is simple," said Broadnax. "Welfare must be a temporary transitional program that leads to employment." He went on to explain that the president's plan seeks to accomplish this by incorporating job training into the welfare system and limiting the amount of time a person can receive welfare payments.

In addition to hearing from high-ranking officials, delegates had the opportunity to choose from a diverse menu of workshops. Topics ranged from evaluating JTPA (Job

Training Partnership Act) programs by using "return on investment" concepts, to designing training programs for older workers. There were also workshops on monitoring child-support payments, providing services to teen parents, the role of information management systems in health care reform, and many other subjects.

The conference was also an opportunity to recognize outstanding achievements in employment training and human services by the awarding of the National Association of County Training and Employment Professionals' Distinguished Service Awards, NACo's JTPA Awards for Excellence, the Joe Cooney Award for innovation in employment training, and the National Association of County Aging Programs' Awards for Excellence.

(*County News* will cover conference activities in more depth in its Dec. 20 issue.)

INSIDE

□ NACo gears up for its annual Legislative Conference, March 4-8, 1994. For a preliminary agenda and registration form ...

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□ It isn't just urban counties that need to contend with youth gangs. Their rural counterparts are also struggling with the gang culture.

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America's Counties

New York's counties take biggest hit on health care costs

(In "America's Counties," formerly known as "Todd's Travels," NACo President Barbara Sheen Todd writes about state and regional associations of counties. This is the sixth in her series.)

New York's counties are structured as either charter or non-charter counties and have the power to enact legislation, pass resolutions, and take other actions within their local jurisdictions.

The legislative boards of New York's counties range in number from six to 39 members and are known as county legislatures, boards of supervisors or boards of representatives.

The election process varies from county to county with counties electing their board members at large, by district or through a configuration of district representation.

While charter and non-charter counties may appoint a county administrator, only charter counties may utilize the elected county executive option. Sixteen of New York's 19 charter counties have opted to have an elected county executive.

New York State Association of Counties

All 62 counties in the state of New York belong to their state association of counties. The New York State Association of Counties, or NYSAC, began in 1927 as a county officers' association and became an association of counties 18 years ago.

The strength, visibility and leadership of NYSAC in New York politics is evidenced by the involvement of the state's top leadership in their conferences, as well as the impact NYSAC continues to have as the voice of New York's counties in the development of state policies.

NYSAC not only represents

county interests with the state legislature, but provides numerous other services for its member counties such as education and training; insurance programs; and information and referral services, such as a computerized data base of information, including publications of legislative updates, directories and newsletters.

NYSAC also maintains a field staff which is available to member counties for assistance as requested.

Legislative challenges

The toughest and greatest chal-

lenge New York's county leaders perceive is that of unfunded mandates. No state has a greater problem with health care costs than the state of New York whose counties are forced to provide millions of dollars in Medicaid matching funds.

In a recent study undertaken by NYSAC to detail the need for state Medicaid takeover, it was found that on average in 1993, more than 38 percent of county property tax levies outside New York City will be allocated to pay for Medicaid. Over the past five years, counties have been

forced to assume an additional \$500 million dollar increase in state-mandated Medicaid expenses.

Conservative estimates indicate that if no action is taken to give counties Medicaid funding relief, the costs for the Medicaid Program to counties will double by the year 2000. If this were to happen, some counties might find themselves facing insolvency.

Other legislative issues facing the counties are related to the funding of the criminal justice system. There are increased demands to develop a

community-based approach to criminal justice issues, which include enhanced probation services, while simultaneously the state is reducing reimbursement rates for probation services from 33 percent to only 19 percent.

Another significant funding issue is related to the mandated requirement on county governments to pay for the diagnosis, education and transportation of handicapped preschool children with disabilities.

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NACo co-sponsors airport conference

The first AeroPolitical Forum will be held in Salt Lake City, Utah, Jan. 13-14. Its goal is to focus and elevate the discussion of aeropolitical issues for better understanding and cooperation among airport officials and local governments. The meeting is being sponsored by NACo, the National League of Cities, U.S. Conference of Mayors and the Airports Council International-North America.

The participation of county officials, mayors, city council members, and airport managers and commissioners promises to provide a greater awareness and understanding of the political factors driving local airport policy development across the country. County officials with an airport in their community are urged to attend.

The forum's purpose is intended to provide participants with an overview and in-depth analysis of how counties, cities and airports have addressed aviation issues in the past, and how they expect to resolve them in the future.

The forum will utilize an inter-

active discussion format, with panelists from the co-sponsoring organizations and industry representatives providing the dialogue and debate on each issue. The major forum sessions are as follows:

- Enhancing the Airport Role As an Economic Engine in Your Community
- Making Sure the Airport is

Structured and Financed to Meeting the Community's Needs

- The Pride, Politics and Pitfalls of Airport Development and Expansion, and
- Air Service Development: Is the Sky the Limit?

"Any county which owns an airport or is represented on an airport authority should not miss the

AeroPolitical Forum," stated Larry Naake, executive director of NACo.

Please complete and return the registration form below if you are interested in attending the forum. For more information, call the conference hotline at 202/466-5555, or contact Bob Fogel at NACo, 202/942-4217.



AeroPolitical Forum

January 13-14, 1994 - Salt Lake City, Utah

Registration Form

Please print or type. Use one form for each registrant. Photocopies accepted.

Name _____	Title _____
Nickname (Short) for badge _____	
Affiliation/Company _____	
Mailing Address _____	
City _____ State _____ Zip _____	Country _____
Daytime Phone _____	Telefax _____

REGISTRATION FEES

	Postmarked before 1/6/94	Postmarked after 1/6/94
Member*	\$ 195.00	\$ 225.00
ACI-NA Associates	\$ 195.00	\$ 225.00
Non-Members	\$ 295.00	\$ 350.00

Total Amount Enclosed \$ _____ (in U.S. dollars)

(*Includes members of ACI-NA, U.S. Conference of Mayors, National League of Cities, and National Association of Counties.)

HOTEL RESERVATIONS - Please call the Salt Lake City Marriott directly at 1-800-345-4754. Make certain you identify yourself as attending the ACI-NA meeting to receive the special rate of \$89.00 single/double. Hotel cut off date is 12/22/93. Reservations made after this date can only be accepted on a space available basis.

AIRLINE INFORMATION - Delta Air Lines is the official carrier for this meeting. Please call 1-800-241-6760 for reservations 8:00 a.m.-11:00 p.m. EST. Refer to File Number #N0775 when calling.

RENTAL CAR INFORMATION - Dollar Rent-a-Car is offering special conference rates. Please call 1-800-800-4000 to make reservations. Refer to CCAC11 when calling.

REFUND POLICY - Registration fees will be fully refunded if written notice is received at ACI-NA Headquarters no later than 1/3/94. After 1/3/94, refunds are subject to a \$75.00 processing fee. No refunds will be issued on cancellations received after 1/13/94.

Airports Council International - North America
1220 19th St. N.W., #200
Washington, D.C. 20036
Telephone: (202) 293-8500 • Telefax: (202) 331-1362

Questions? Call the Conference Hotline: (202) 466-5555



Letters to the Editor

Dear Editor:

I continue to enjoy reading about "Todd's Travels" (now called "America's Counties"), including the most recent *County News* article (Nov. 8, 1993) about the Great Lakes Council of County Associations (GLCCA) meeting.

Since a county commissioner from the State of Michigan was instrumental in putting together the coalition of counties and states which comprise the Great Lakes Council, the article's list of associations involved in the Council should also include the Michigan Association of Counties (MAC).

Michigan has been, and continues to be, an active participant in GLCCA.

It was an honor to have the county commissioner organizer of GLCCA in attendance at the recent conference: NACo Second Vice President Doug Bovin. It was a double honor to have NACo President Barbara Sheen Todd also attend this conference.

Sincerely,
Kenneth J. Kuipers
second vice president
Michigan Association of Counties

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.

Waiting period finally over for Brady bill

By Donald Murray
associate legislative director

After seven years of intense debate and political maneuvering, the Brady bill (H.R. 1025) was finally signed into law by President Bill Clinton on Nov. 30.

The president's signature came almost a week after the Senate ended its initial filibuster and approved the conference report.

The bill, which NACo has strongly supported, imposes a waiting period of five "business" days for the purchase of a handgun. The waiting period is intended to allow local law enforcement officials to conduct a background check to determine if the purchaser is ineligible under existing federal law to possess a handgun. Fugitives from justice, drug addicts, convicted felons and mental incompetents are just some of the proscribed groups that are legally ineligible to possess a handgun.

The legislation, named after former White House Press Secretary James S. Brady, is the first major gun control legislation to pass Congress since 1968.

In California, a 15-day waiting period prevented felons from buying firearms 2,000 times last year. In New Jersey, a background check on handgun purchasers has been required for more than 20 years.

The legislation ... is the first major gun control legislation to pass Congress since 1968.

States and local government with longer waiting periods would retain them. Twenty-two states currently have laws requiring a waiting period. The legislation was amended to drop the waiting period after five years, on the assumption that a national computerized instant-check system would be in place. Congress, however, is free to reinstate the waiting period requirement before the five-year limit expires.

The Senate earlier approved an omnibus \$22 billion anti-crime bill that places strong emphasis on community policing, boot camps and regional drug treatment prisons. The Senate bill also bans the possession of handguns by youths under 18; authorizes \$1.2 billion for drug courts; and bans the manufacture, sale or possession of 19 specific types of assault weapons.

The sharp rise in violence in American society, coupled with the fragmentation of governmental services and the growing deterioration of community support mechanisms, have all contributed to a new focus on prevention and collaboration.

President Clinton, appearing recently on "Meet the Press," said he will outline a new comprehensive

strategy to prevent violence and restore communities after Congress reconvenes in January.

Meanwhile, the Nov. 15 issue of *U.S. News and World Report*, reports that the Clinton plan is likely to include new restrictions on gun ownership as well as collaborative strategies to reach children earlier in a targeted and systematic manner. A central message is "to tell Americans that fighting crime is much more than an issue of law enforcement."

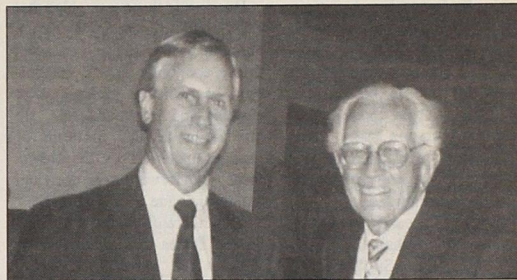


Photo by Donald Murray

NACo Executive Director Larry Naake (left) and Senator Howard M. Metzenbaum (D-Ohio) celebrate the signing of the Brady bill at a victory party on Capitol Hill. Metzenbaum was the bill's chief sponsor in the Senate.

Check your bank contracts for FIRREA compliance

There is a little-known regulatory bug crawling about in the financial arena that could cause major discomfort under certain circumstances, if left unchecked.

Tucked in a 1989 law, the Financial Institution Reform, Recovery and Enforcement Act (FIRREA) is a regulation that requires banks or other financial institutions to formally validate or approve their depository contracts with counties and other public bodies.

The toxic nature of this regulation surfaced when an Arkansas public entity attempted to claim

collateral pledged to secure its deposits in a failed savings and loan.

The Federal Deposit Insurance Corporation (FDIC) refused to release the securities, citing the savings and loan's failure to formally ratify the depository contract. Last year, a U.S. Court of Appeals upheld the FDIC's decision.

As a result of that decision, Dallas County (Texas) Treasurer Bill Melton introduced a resolution at the Taxation and Finance Steering Committee — which was adopted at this year's Annual Conference in Cook County, Ill. — urging counties to make certain that their

depository contracts meet FIRREA requirements.

Also as a result of the court's decision, counties in his home state had gone back to their banks with riders to their depository contracts consistent with FIRREA regulations, Melton reported.

He has provided *County News* with a copy of the page-and-a-half document used by Dallas County to bring its contracts into compliance. If you would like a copy, contact *County News* at 202/942-4249, or fax your request to *County News* at 202/393-2630.



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get the job done...**

I have to cut costs...

**Our systems can
barely handle the work
they have now!**



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Transportation Steering Committee hears from Administration, Congress

By Robert Fogel
associate legislative director

NACo's Transportation Steering Committee met in Washington, D.C., Nov. 4-5, to be updated on the latest transportation issues. They also heard from speakers on telecommunications, a new subject for the steering committee.

The leadoff speaker was Representative Nick Rahall (D-W.Va.), chair of the House Surface Transportation Subcommittee. He told the committee that the House will be looking at the Intermodal Surface Transportation Efficiency Act (ISTEA) again in 1994 as part of the requirement to approve the national highway system. While no major changes are anticipated, new demonstration projects will be authorized and some necessary adjustments in ISTEA may be made.

One of the main reasons for the steering committee meeting was to hear from representatives of the Clinton Administration. There were three key officials in attendance from the U.S. Department of Transportation (DOT): Associate Deputy Secretary Michael Huerta, Federal Highway Administrator Rodney Slater and Federal Transit

Administrator Gordon Linton.

Huerta told those assembled that DOT, under Secretary Federico Peña, had five major concerns: safety, economic growth, technology, humanizing transportation systems and intermodalism. He also indicated that in terms of changes under ISTEA, the department looks forward to an open and honest dialogue with NACo.

Administrator Slater amplified on this theme and stated that he viewed the Federal Highway Administration's role as a facilitator between the states and local governments. Highway funding for FY94 will be the highest ever, according to Slater.

Similarly, Linton stated that the recently enacted transportation budget contains the highest funding for transit in the history of the agency and a 21 percent increase over the current-year funding. He also acknowledged the concerns that county officials have with the transit-related costs associated with complying with the Americans With Disabilities Act.

The final Administration spokesman for transportation was Michael Deich, special assistant to the president for economic policy.

He told the committee that over-

all federal transportation funding received a \$3.1 billion increase for FY94, increasing from \$36 billion to \$39.1 billion. He warned, however, that in the next fiscal year transportation will likely be hard-hit. Cost-benefit analysis, he noted, needs to be done more frequently on transportation projects. Such project analysis will, he said, "get rid of the real dogs."

Telecommunications briefing

The steering committee heard from a broad range of interests on telecommunications issues. The new cable law was explained and future developments in telecommunications were discussed.

Gina Kenney, counsel for the Senate Communications Subcommittee, stated that the Senate may be considering legislation that will allow additional competition in telecommunications. Phone companies would have to allow other companies offering phone service to use their lines, and hence compete with them.

At the same time, phone companies would be allowed to offer cable services in their own service areas under certain circumstances, something which is now prohibited.

Charles Rush of the National Telecommunications and Information Administration presented the Administration's thoughts on the national information infrastructure. His view is that all Americans should have access to information and that this would be facilitated by the construction of the national information infrastructure. Like highways, the goal is to interconnect everyone.

Rush indicated that there are still

many technological/research issues which need to be resolved. For instance, while it is easy to transmit data, it is difficult to switch it. While it will be involved in research, pilot programs and in regulatory issues, the federal government isn't going to own the national information infrastructure.

The Transportation Steering Committee meets again at the NACo Legislative Conference, March 4-8, 1994.

NACo on the move

◆ On Nov. 16, Associate Legislative Director Tom Joseph participated in a radio talk show program on WBEZ in Chicago, Ill., where he discussed the county role in health care.

◆ Mary Decker, director of the Cook County (Ill.) Office of Capital Planning and Policy, has been selected as recipient of City & State magazine's second annual Excellence in Local Government Award.

◆ In Raleigh, N.C., Nov. 19, Associate Legislative Director Diane Shea presented NACo's view on municipal solid waste flow control to the North Carolina Environmental Review Commission. The commission is a state legislative entity which has general oversight responsibility for environmental policy and makes recommendations to the North Carolina General Assembly on solid waste management issues.

◆ NACo President Barbara Todd was in Wichita, Kan. for the Kansas Association of Counties meeting, Nov. 15. She then traveled to Louisville, Ky. to speak at the Kentucky association meeting on the 17th.

◆ Randy Franke, NACo second vice president, addressed the County Supervisors Association of Arizona at its meeting on Nov. 18.

◆ Marilina Sanz has been named NACo's associate legislative director for human services and education. Sanz previously served as a legislative representative for the City of New York in its Washington, D.C. office, where she handled issues including human services, immigration and aging.

◆ Neil Bomberg has been promoted to project director for the Job Training Partnership Act (JTPA) Program, a position previously held by Dick Johnson, who is now senior policy analyst for the program. Neil has served as senior research associate with the JTPA program.

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NYSAC and the counties continue to seek relief from this responsibility, which they believe would be more appropriately funded and administered through the state.

In the face of these increasing unfunded mandates, several counties have filed a lawsuit against the state to declare the imposition of unfunded mandates on county governments as unconstitutional.

The Taxpayer Empowerment Act is another initiative aimed at getting rid of unfunded mandates through an amendment to the state constitution. The act would essentially give taxpayers the right to target their local tax dollars in accordance with local priorities.

Innovative county programs

Among the dozens of creative programs found in New York counties, several are related to environmental management.

Oswego County, in the mode of Jurassic Park, introduced "Orc, the Trashesaurus" to the younger citizens of the county as a means of promoting recycling and waste reduction.

Orc, a seven-and-one-half-foot-tall dinosaur, is the mascot for the county's waste division. He frequently visits elementary school classrooms and participates in parades and other public events where he has become a very effective educational tool who is readily identified by Oswego's school children as a promoter of the 3 R's: reduce, recycle and reuse.



Photo courtesy of the New York State Association of Counties
NACo President Barbara Sheen Todd (r) greets Diane Keen, NYSAC immediate past president, and director of consumer affairs, Westchester County, N.Y., at the New York association's annual meeting. Looking on is Don Smith, assistant county executive, Putnam County, N.Y.

Chataqua County has an improved recycling program which diverts 300 tons of recyclables from their landfill. Some of the recycled plastics are reused to produce such products as sleeping bag fill, vehicle bumper stops and plastic lumber.

Westchester County is participating in a six-month pilot program designed to test the economic and environmental benefits of using natural gas as an alternative fuel in

some of the county's fleet vehicles. The results will be shared with other local governments.

In spite of the significant challenges that face them, the county leaders of New York share a united resolve reflected in NYSAC's stated objective: to strengthen the system of local government and to make county government an effective, economical and dynamic unit in that system.

County News

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

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Fall Election Season Roundup

By presidential year standards, this year's election season was a tame one.

By presidential year standards, this year's election season was a tame one. Only 15 states held elections, and of those, only 10 involved some degree of county-level elections or referendums. Nonetheless, no local election can ever be called tame, and this year was no exception.

California

County officials in the Golden Bear state could breathe a lot easier after voters approved a measure that salvaged a half-cent sales tax scheduled to drop out of the state's overall tax rate, Jan. 1, 1994.

Proposition 172 requires that the half-cent sales tax remain in effect and be dedicated to public safety. The redirected tax will partially offset a \$2.3 billion revenue loss that occurred when the state shifted part of the annual property tax from counties and cities to the schools.

Indiana

Voters went to the polls in nine Indiana counties to decide whether riverboat gambling should be allowed off their shores. Voters in Dearborn, La Porte, Ohio, Switzerland and Vanderburgh counties approved the measure, while it was rejected in Porter, Floyd and Warwick counties. Next step: The state gaming commission will make the final site selections.

Kentucky

A nearly 50 percent turnover in county judges marked this year's elections as one of the most unsettling in recent memory. Voters in the state's 120 counties elected 59 new county judges. Of the 59 new seats, 26 had been vacant because of resignations.

New Jersey

County elections were held in all 21 of the Garden State's counties. When the dust had settled, 20 newcomers were added to the ranks. The newcomers were elected just in time to fall under the provisions of a recall referendum, passed by New Jersey's voters, that now allows voters to recall local elected officials.

Meanwhile, voters in Bergen County decided to retain the state's only county-wide blue laws which prohibit shopping on Sunday.

New York

Voters in Suffolk and Monroe counties approved term limits for their local officials. Starting in 1995, Suffolk County legislators will be limited to 12 years in one office, and in Monroe County, the county executive will be limited to three consecutive four-year terms and county legislators to 10 consecutive years in office, beginning in 1995.

Broome County voters, how-

ever, turned down a measure that would have limited county legislators to three terms.

In major county executive races, Rockland County Executive John Grant (D) lost his re-election bid to Republican Scott Vanderhoef. Grant had served as the county's only executive since it had been granted its charter in 1985. Orange County incumbent Mary M. McPhillips (D) also lost her re-election bid to Joseph G. Rampe (R).

In squeakers, Westchester County Executive Andy P. O'Rourke (R) retained his seat by narrowly defeating State Assemblyman Richard Brodsky (D). O'Rourke won 49 percent of the vote to Brodsky's 48 percent. Fellow Republican Thomas Gugliotti also retained his seat in Nassau County by only a four percent margin.

Ohio

In Ohio, voters approved State Issue 1. Issue 1 is a constitutional amendment that would authorize the state to issue bonds (totaling \$200 million) to finance capital improvements for state and local parks and recreation areas; to preserve Ohio's natural areas and habitats; and to promote health and safety through flood control, pollution prevention, and water quality improvement.

Oregon

A referendum to enact a five percent sales tax for the state's education system was overwhelmingly rejected. One of only a handful of states without a sales tax, Oregon voters have turned back many recent attempts to establish one.

Pennsylvania

Four Pennsylvania counties — Delaware, Erie, Lehigh and Northampton — held races for local offices.

Two Republicans, one incumbent, took seats on the Delaware County Council.

In Erie, the Democratic incumbent county executive held on to her seat, and the three incumbent council members, two of which are Democrats, were also re-elected.

A new Republican county executive will preside over Lehigh County — the incumbent lost in the primary. Three of the incumbent county council members (two Republicans and one Democrat) won their races, and one newly elected Democrat and Republican, unchallenged by the incumbent, also won.

The Republican county executive in Northampton County was

defeated, and four of the five incumbents that ran for county council, all Democrats, won.

Virginia

Statewide, 92 candidates ran for the office of county supervisor in Virginia. Of the 68 incumbents that ran, 16 lost and 40 new faces were elected. Nineteen Democrats, 25 Republicans and 48 Inde-

pendents were voted in.

Voters throughout the state rejected the current system of appointing school boards in favor of school board elections.

Washington

Elections took place in just six Washington counties.

The King County executive, a Republican, lost his race; a Democratic incumbent council member in Snohomish County was voted out; and two non-partisan council members in Whatcom County were replaced by two new non-partisans.

Also, a Republican county com-

missioner was re-elected in Grant County, the incumbent Democratic council member won in Pierce County, and a new Democratic commissioner was elected in Kitsap County.

Ferry County voters rejected an initiative to create a charter, and voters in Whatcom County voted down a move to revise its charter which would have changed the process of electing a county executive to appointing one.

(This report was compiled by Susan D. Grubb, staff writer, and Beverly Schlotterbeck, editor, County News.)

Mailbox replaces ballot box in Stanislaus County

By Susan D. Grubb
staff writer

Getting people to go to the polls on election day has been a problem election officials have contended with since the founding of our country. In an attempt to increase voter participation, some jurisdictions are trying a new way to deliver the vote — through the U.S. mail.

As part of a pilot project sanctioned by the California State Legislature, Stanislaus County, Calif. voters, after considering several state propositions and choosing candidates for offices in the city of Modesto, simply dropped their ballots in the mailbox, this past November.

If the higher number of votes cast in the election is any measure, the mail-in system has the voters' stamp of approval. Forty-four percent took part in the election, up from the usual 18 percent that participate in off-year elections. The number was also higher than the statewide turnout of 34 percent.

Voting ballots, along with sample ballots and postage-paid envelopes were sent to all eligible voters weeks before election day, explained Stanislaus County Clerk Karen Mathews. For those who misplaced the envelopes or couldn't get them in the mail on time, receiving centers were set up in several locations.

Much like in a grocery store check-out line, election officials then scanned the bar code on each ballot for verification, and, via computer, verified each ballot signature with those on record.

"Our voters are pretty com-

fortable with this," claimed Mathews, who deemed the experiment a success.

Ardis Schmitt, president of the National Association of County Clerks and Records, and El Paso County (Colo.) clerk, says the mail-in process has the potential to be very successful, but she has some reservations.

Mail-in elections, she believes, are "a really good tool" for counties with smaller voting populations and those that have the special technology needed for verification.

At least 14 states have tried a voting-by-mail system at the local level, generally in non-partisan, non-controversial elections.

Several counties in Colorado also conducted elections via the postal system last month, but El Paso County decided against it. "We felt it would be more costly because of the postal costs," Schmitt said, explaining that postage alone would cost about \$100,000.

In June of last year, Oregon became the first state to hold a mail-in election on a non-controversial housing initiative. Last month, however, voters went back to the polls for a more controversial referendum to establish a state sales tax.

The fact that some states permit mail-in elections only in off-year elections could be confusing, Schmitt believes. "Is it going to confuse the voter? Will they assume the ballot will be mailed to them the next year?" she asked.

Fraud is an issue often raised by opponents of the mail-in process, and one that Schmitt says election officials need to carefully consider. "The integrity of the election process is even more important than the voter turnout."

"Our fraud has occurred at the polling place," Mathews explained, because polling officials ask only for a signature, not identi-

fication. She cited three cases of fraud in the 1992 election and only one in the mail-in, a case that she said wouldn't have been caught under the voting booth system.

"There is not going to be any election method that'll be fraud-proof," she allowed, but the verification system Stanislaus used last month has proven more effective, she said. "Our process gives us some control."

Because there is no need to hire election officers or rent election sites, Stanislaus County officials claim the mail-in system cuts costs. The county also got a good rate from the post office, which reduced the cost of each piece by two to three cents. During last month's election alone, Mathews expects to save up to \$150,000.

Mail-in elections have the potential of changing the way campaigns are run, Mathews believes, since the timing of the mailing would affect the timing of campaign strategy. Campaign officials would "need to have good communication with their county elections people," she said.

With absentee voting on the rise in California, legislators are looking to this system as a possible statewide alternative, as well as a way to save money. Stanislaus was chosen for the project because of its extensive experience with absentee balloting. The county has the highest percentage of absentee voters in the country — 55 percent, compared to 20 percent nationwide.

As part of the pilot project, Stanislaus will conduct four more mail-in elections over the next year, after which Mathews will make a report to the legislature. "It would be nice if this were an option for local elections."

1994 LEGISLATIVE CONFERENCE

MARCH 4-8 • WASHINGTON HILTON & TOWERS

Preliminary Agenda

Stop Unfunded Mandates The campaign continues ...

On October 27 — National Unfunded Mandates Day — counties and cities across America began a campaign to stop Washington's practice of enacting, but not funding, costly programs and regulations.

That campaign to stop unfunded mandates will continue and be a major focus of NACo's 1994 Legislative Conference, which will be held March 4-8 in Washington, D.C.

Workshops and speakers will cover this issue, exploring the impact and extent of mandates and how county officials need to work together to stop them. Delegates to the conference will have the opportunity to talk about the burden of unfunded mandates on their counties and stress the need to stop them when they meet with their senators and representatives during Tuesday morning's meetings on Capitol Hill.

The conference also will cover other issues and programs, like health reform, welfare reform, violence prevention, clean air and water, the Job Training Partnership Act, cable television, and transportation funding.

President Clinton, members of his cabinet and leaders of both the U.S. House of Representatives and the U.S. Senate have been invited to speak at the conference. The Clinton Administration is moving ahead on a number of issues that will affect counties, so presentations by Administration officials and those by members of Congress will be extremely interesting.

This will be a challenging, informative conference that every county official should attend. Make plans to register today.

Friday, March 4

All Day Affiliate Meetings
9 a.m.-10 a.m. Recreation Subcommittee
9 a.m.-10:30 a.m. Radon Project Advisory Committee
10 a.m.-Noon NACo Sustainable Communities Task Force
10:30 a.m.-Noon Land Use and Growth Management Subcommittee
Noon-1 p.m. Regional-County-City Relations Subcommittee
1 p.m.-2 p.m. Payments-in-Lieu-of-Taxes Subcommittee
Energy Subcommittee
Highway Subcommittee
Federal-County Relations Subcommittee
1 p.m.-4 p.m. Health Committee Chairs and Vice Chairs
1 p.m.-5 p.m. Executive Committee Meeting
2 p.m.-3 p.m. State-County Relations Subcommittee
Airport Subcommittee
2 p.m.-5 p.m. Large Urban County Caucus
NACHSA Meeting
2:15 p.m.-3:45 p.m. Water Quality Subcommittee
3 p.m.-4 p.m. Juvenile Justice Subcommittee
Mass Transit Subcommittee
4 p.m.-5 p.m. Air Quality Subcommittee
Telecommunications Subcommittee
Court and Corrections Subcommittees Joint Meeting
4 p.m.-6 p.m. County Health Policy Advisory Committee
5:30 p.m.-6:30 p.m. Policy Coordinating Committee

Saturday, March 5

All Day Affiliate Meetings

8 a.m.-9 a.m. Refugee and Immigration Subcommittee
8:30 a.m.-9:30 a.m. Long-Term Care, Medicare, Home Health Subcommittee
8:30 a.m.-5 p.m. NACo Deferred Compensation Advisory Committee
9 a.m.-10 a.m. Federal-State-Local Fiscal Relations Subcommittee
9 a.m.-10:30 a.m. World Trade and Food Safety Subcommittee
Agriculture Subcommittee
Rural Development Subcommittee
9 a.m.-Noon Justice and Public Safety Steering Committee
WIR Board of Directors
Transportation Steering Committee
9:15 a.m.-10:45 a.m. Education, Children and Families Subcommittee
9:30 a.m.-10:30 a.m. Mental Health, Substance Abuse, Disabilities Subcommittee
9:30 a.m.-11:30 a.m. Solid and Hazardous Waste Subcommittee
10 a.m.-1 p.m. Labor and Employee Benefits Steering Committee
10:15 a.m.-11:15 a.m. Tax-Exempt Bond Subcommittee
10:30 a.m.-11:45 a.m. Public and Environmental Health Subcommittee
11 a.m.-Noon Aging Subcommittee
11:30 a.m.-12:30 p.m. Fiscal Management Subcommittee
11:45 a.m.-12:45 p.m. HIV/AIDS Subcommittee
12:45 p.m.-2 p.m. Medicaid and Indigent Care Subcommittee
1 p.m.-2:30 p.m. Welfare and Social Services Subcommittee
1 p.m.-3 p.m. NACIO Roundtable
1:30 p.m.-5 p.m. Agriculture and Rural Affairs Steering Committee
Environment, Energy and Land Use Steering Committee
2 p.m.-3 p.m. Taxation and Finance Steering Committee
2 p.m.-5 p.m. Community and Economic Development Steering Committee
Human Services and Education Steering Committee
Intergovernmental Relations Steering Committee
Employment Steering Committee
Public Lands Steering Committee
2:15 p.m.-5 p.m. Health Steering Committee
4:30 p.m.-6:30 p.m. NACPRO Board of Directors
5:30 p.m.-6:30 p.m. Policy Coordinating Committee

Sunday, March 6

7:30 a.m.-1 p.m. Affiliate Meetings
8:30 a.m.-9:30 a.m. NACo Membership Committee
8:30 a.m.-1:30 p.m. NACoNET Advisory Committee
9 a.m.-10:15 a.m. Everything You Ever Wanted to Know About NACo But Were Afraid to Ask
10:30 a.m.-11:30 a.m. Opening General Session
1 p.m.-5 p.m. NACo/NACoRF/NACoR Boards of Directors Meeting
1:30 p.m.-3 p.m. WORKSHOPS
The Future of JTPA in the Clinton Administration

How a Regulation is Born
Home and Community-Based Care: Impact of Health Reform on the Delivery of Needed Services
Employee Benefits: Deferred Compensation
Legislative Proposals to Collect Out-of-State Mail-Order Sales Taxes
Making the Ever-Changing Cable Act Work for Your County
The County Role in Health
NACPRO: Parklands and Wetlands Pending Legislation
Radon: The Effect on Local Real Estate Transactions and Building Codes
Clean Air and Transportation
Refugees and Immigration

3:15 p.m.-4:45 p.m. WORKSHOPS

Superfund Reauthorization Update
Public/Private Partnership: Past or Future?
Is the Information Highway Going Through Your County?
Welfare Reform: The Administration's Perspective
Proposed Changes in Endangered Species Act
Your Public Best — Making Successful Public Appearances
Voting Rights Act
National Community Service Act: What Impact Will It Have in Your County?
Women and Child Abuse
3:30 p.m.-5 p.m. Elected County Executives Roundtable
Evening Caucus Receptions

Monday, March 7

9 a.m.-10 a.m. General Session
10:15 a.m.-11:45 a.m. WORKSHOPS
ISTEA — The Second Act
NACo/EPA Partnership: How Are We Doing?
Elected Officials: Their Role in Job Training
Clean Water Act Reauthorization
Health Care and Justice: Crawling Down the Information Highway
Suburban Mobility
1993 Anti-Crime Act
Reauthorizing the Ryan White AIDS Act
The County Government Classroom
Reauthorizing CDBG and HOME
Elder Rights: What Will the New Regulations Mean for Your Programs?

Noon-1:30 p.m. Delegate Luncheon
2 p.m.-4 p.m. MINI-GENERAL SESSIONS

Health Reform Legislation
Violence Prevention Through Community Restoration, Collaboration and Family Support
Unfunded Mandates
6 p.m.-7:30 p.m. Delegate Reception

Tuesday, March 8

8 a.m.-Noon Capitol Hill Visits/Unfunded Mandates Rally
Noon-2 p.m. Delegate Luncheon

NACo

1994 LEGISLATIVE CONFERENCE

Washington Hilton & Towers • Washington, DC • March 4 - 8, 1994

CONFERENCE REGISTRATION - POSTMARK DEADLINE - FEBRUARY 4, 1994

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 _____ (LAST) *Name _____ (FIRST) Mr/Mrs/Ms _____
 *Title _____ *County _____
 Address _____
 City _____ *State _____ Zip _____ *Nickname _____
 Telephone (____) _____ Fax (____) _____

REGISTRATION FEES:

Check box that applies

Earlybird
postmarked
by 1/21

Advance
postmarked after
1/21 & ON-SITE

Member county attendee ☐ \$250
 Non-member county attendee ☐ 300
 Other government attendee ☐ 300
 Other private sector ☐ 325
 Spouse ☐ 50
 Youth ☐ 30

☐ \$295
☐ 350
☐ 350
☐ 375
☐ 50
☐ 30

TOTAL

\$ _____

\$ _____

AFFILIATE INFORMATION - Check box that applies

☐ NACRC ☐ NACCA ☐ NCECE ☐ NACHFA
☐ NACP ☐ NACTFO ☐ NACE ☐ WIR
☐ NACHO ☐ WON ☐ NACTEP ☐ NCCAE
☐ NACA ☐ NACHSA ☐ NABCO ☐ NACAP
☐ NACITA ☐ NACCED ☐ NACIO ☐ ICMA
☐ NACPRO ☐ NACIRO ☐ NACS ☐ NACMHD

POLITICAL AFFILIATION

☐ Republican ☐ Democrat ☐ Independent

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 registering for conference, or before a 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 January 24, 1994. Cancellation requests postmarked January 24 or later, will be subject to an administrative fee equal to one-half of the registration fee.

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER JAN. 24, 1994 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

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	Pullman	\$120	\$140
Hilton - Moderate	129	149	Quality Hotel	107	107
Hilton - Deluxe	149	159	Ritz Carlton	140	140

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).

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.

Office Use Only

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

Youth gangs a growing problem in rural America

By Gayle Schuck
North Dakota
Association of Counties

Controlling gang activity in rural areas was one of the topics at the North Dakota Conference on Juvenile Supervision, held in late October. More than 120 attended the conference.

"The worst thing you can do is make them a hero by putting them in the newspaper," said Donavon Vlieger, as he held up a local newspaper with a front-page story on gangs. Vlieger specializes in gang intervention and suppression. A nine-year veteran of the Los Angeles County (Calif.) Sheriff's Department, he now works in a Washington state school district designing and implementing programs to thwart gang activity.

Kids get involved in gangs because they want the power, prestige and glory; and it meets a basic need for fun and excitement, Vlieger said.

"Environment doesn't cause gangs or crime," he said. "Most poor families don't have criminal problems. Poverty does nurture crime, but it doesn't cause it."

While rural gangs are usually less structured than their inner-city counterparts, they can still create problems, including increased crime. Watch for an increase in fights, groups wearing similar clothes, graffiti and disrespect for authority, he said. Even posture and hand signs can be clues.

Often the activity begins when youth affiliated with gangs elsewhere move in from another state.

"Gang crime will reflect the expertise of out-of-area youth," said Vlieger. If burglary, vandalism or auto theft is what they know how to do, they will show others.

It isn't just hard-core gang mem-

Getting control of the problem begins with admitting there is a problem.

bers that commit crime, either. "Wannabes are usually relatively young people who want to be part of the gang. 'Wannabes cause as much crime as others because they are proving themselves,'" said Vlieger. "They're dedicated to violence."

Getting control of the problem begins with admitting there is a problem. Too often people don't want to admit it's happening in their communities. "Don't show fear or be intimidated by gangs. Remember, they aren't brave, they're bold," said Vlieger. "If you look like a deer, the wolves are going to eat you. Don't look vulnerable."

"Isolate the problem. A small amount of the population commits 70 percent of the crime," he said. "You don't put sick people with well people, they will make the well people sick." He thinks it's important not to let them get a foothold in



Graphics by Jay A. Sevidal

schools. Alternative education helps keep the problem from spreading in schools and generally gives youths more one-on-one attention.

"They aren't drug-driven, and can't be reasoned or counseled out of a gang because it's a 'heart' thing," said Vlieger, who recommends police, schools, social services, courts and others in the community work together to develop ways to confront the behavior with discipline and consequences.

"It's necessary to bracket the behavior in order to foster change. Create pressure and provide the op-

portunity to change," Vlieger said. "Set curfews, remove graffiti, make them follow the letter of the law."

But, he said, the best deterrent to gang activity is to prevent it from ever beginning. A significant relationship with an adult will make a difference.

Those attending the conference included people who work with youth in law enforcement and social services. It was the first annual training conference on juvenile supervision. The goal of the conference was to evaluate and plan for juvenile supervision needs in the future.

Joe Thome, from the Boulder Office of Community Research Associates, provided a national overview of juvenile supervision. Thome worked with the North Dakota Association of Counties and the federal Office of Juvenile Justice and Delinquency Prevention to establish alternative sites for holding youthful offenders. North Dakota's Attendant Care Program has reduced the number of youths in adult jails from 1,400 in 1981 to less than 100 in 1992.

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

County trade office speeds access to global markets

By Dave Smith

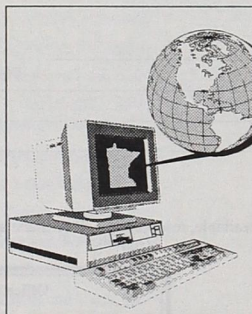
No matter which way NAFTA fell, Hennepin County, Minn., was well on its way to helping its local business community meet the challenges of a global marketplace.

Hennepin County companies looking for expert opportunities need only travel as far as their computer terminals thanks to a public-private partnership that brings the world of trade right to their office.

The Minneapolis/Hennepin County Office of International Trade recently unveiled a new service, TradeFacts, aimed at facilitating entry into foreign markets for area businesses.

TradeFacts, an electronic bulletin board service, offers prospective exporters a wealth of information from public and private sources. Via computer modem, companies can access the Export Promotions data system and the International Economic data system of the National Trade Data Bank (NTDB).

The NTDB, which is updated monthly, contains information from 19 federal agencies and their overseas offices. The information—from travel advisories, to market



research reports on almost any country, to a calendar of worldwide trade events — would fill 1,500 floppy disks. The vast data bank is augmented by material from private sources, including area companies with export experience in specific markets.

"TradeFacts puts useful information where it's easy to access on a moment's notice — on the subscriber's own computer terminal," said Douglas Petty, executive director of the trade office. The service operates 24 hours a day throughout the year.

TradeFacts is one of many programs developed by the Minneapolis/Hennepin County Office of International Trade, which was

founded in 1988 at the request of the private sector. Funding for the office is split roughly in thirds among Hennepin County, the city of Minneapolis, and funds raised through grants and the private sector. Many of the office's programs are self-funding through subscription fees and private sponsorships.

"We see the funding for the trade office as excellent leverage — seed money — for an effort that is critical in today's world economy," said Mark Andrew, chair of the Hennepin County Board of Commissioners. "Counties can't afford to overlook the local economic benefits of international trade — even counties such as ours that already enjoy much higher than average export earnings."

The mission of the trade office is to promote the international profile of Hennepin County as a center of international commerce, to reduce the time required for area companies to become internationally competitive, and to expand the awareness of the impact of globalization on the global community.

The office was recognized with a NACo Achievement Award in 1992 for its efforts to help local recycling companies find international customers for recycled newspapers.

"An expanding local economy makes finding solutions to environmental and social problems easier, and economic growth depends upon businesses' ability to access the expanding markets of the world," said Randy Johnson, the Hennepin County commissioner recently appointed to NACo's International Trade Task Force.

A second new program offered by the trade office is TradeReach, another subscription service that matches sales leads from around the world with potential local suppliers. The office screens marketing leads identified by trade officials in overseas U.S. embassies and matches them with local companies. The matching is done by computer, using export classification numbers and product descriptions. The leads are then faxed or mailed to subscribing companies.

"TradeReach is another effort to help companies clear that first hurdle of 'How do we start?'" said Petty. "A qualified customer isn't a bad place to begin. It really opens the doors."

In addition to the lead service and the bulletin board, the trade office publishes a directory of companies that serve exporters. "The essential information for conducting profit-

able international business is contained in the listed finance, marketing and transportation businesses. They are the businesses that make Hennepin County an international center through their linkages with the world," says Petty.

Each year for the past four years, the office also has organized a major business conference that focuses on markets in a selected region of the world. The office is currently preparing for "AsiaTech," scheduled for March 1994. The conferences feature 10-15 experts from the foreign region and local executives who provide insights and advice on finding and penetrating regional markets. Previous seminars have focused on Europe and Latin America.

Emily Anne Staples, one of three Hennepin County commissioners who sit on the office's advisory board, is an ardent supporter of the office's efforts. "In an intensely competitive world, nobody is going to beat a path to our door," she said. "We've got to find customers and show them our mousetraps so we can hire the people to make them. The bottom line is jobs. We all wrestle with the issue; the trade office is a way of doing something constructive."

NACo receives \$243,000 health grant from Robert Wood Johnson Foundation

By Tom Goodman
public affairs director

The NACo County Health Policy Project was recently awarded a \$243,298 grant from the Robert Wood Johnson Foundation (RWJF) to analyze the health care responsibilities of county governments.

The 15-month grant will include a nationwide survey that will show the relationship between states and county governments in the field of health care. The goal of the project is to establish a better understanding of how counties and states divide and share health care responsibilities. Brandeis University's Institute for Health Policy will

work with NACo on this initiative.

"We are extremely pleased that the Robert Wood Johnson Foundation has approved this grant," said NACo President and Pinellas County (Fla.) Commissioner Barbara Todd. "With the debate and discussion over reforming our nation's health system, it is very clear that a better understanding of local public health systems is essential for meaningful reform."

This grant project follows one jointly undertaken by NACo and the Institute for Health Policy at Brandeis University. That project, funded by the W.K. Kellogg Foundation, produced data on health programs and expenditures of county governments and the opin-

ions of county government officials on health issues.

The new project will supply data about the range and character of county autonomy. For example, does county "A" provide one service and not another because the state requires it to do so, because the state's incentive system en-

courages that choice, or because of local demands and needs? It will answer the question: What part of a county's health budget is truly within its control and what part is mandated by others?

RWJF, with assets of more than \$3 billion, is the nation's largest health care philanthropy. It was

founded in 1972 by the late Robert Wood Johnson, who built the family-owned business, Johnson & Johnson, into a worldwide health and medical care company. He funded the foundation, which he kept independent of Johnson & Johnson, with \$1.2 billion of his personal funds.

McGuire, new head of Michigan association

Tim McGuire takes over as executive director of the Michigan Association of Counties (MAC), Jan. 3. He replaces Jim Callahan, MAC director since 1984, who is retiring.

McGuire has been a lobbyist for MAC since 1978, covering issues including labor, corrections and

taxation, and has also served as general counsel.

Among his accomplishments at MAC include the development of the MAC Service Corporation in 1985, which oversees the operation of the MAC AAA auto insurance employee payroll deduction plan, the Fort

Dearborn Life Insurance plan and the Americal/Michigan Bell Telephone revenue sharing plan.

Also, McGuire developed the Michigan Counties Workers Compensation Fund, the first governmental risk-sharing pool in Michigan.

CHILDREN from page 1

rector, Center for Collaboration for Children, "because we can't count what we are now spending or assess its impact on children and families. Grant-driven strategic planning is far less effective than strategic evaluation-driven budgeting."

Youth gangs

The re-emergence of youth gangs, made up mostly of second-generation immigrants, who use gang membership to meet basic physical, emotional, social and economic needs, is a startling result of the nation's collapsing social and family systems, according to Kirby Everhart, director, California Gang Violence Suppression Unit.

He added that the bulk of services provided by counties are consumed by kids in foster care—80-85 percent of counties' resources. "We can no longer deliver services at the level we are doing it now. Counties are being forced to look at ways to keep families together because we cannot afford to put kids in foster care, build more jails, etcetera."

Everhart asserted that, "Coun-

ties do not need not to work harder, but rather to work smarter. We deal with things too late to make a difference," said Everhart. "We need to get ahead of the wave to get the citizens help before they fall off the edge. The problem is, we don't know how long it will take to turn the tide."

Smarter services through collaboration

While counties struggle to maintain a high level of services, they may not need to work harder, but work smarter through collaboration. All levels of government, as well as the private sector, can work in partnership to improve services, to improve service delivery, and to improve outcomes for children and families. The California Healthy Start Program is just one example of true collaboration and partnership.

Governor Pete Wilson's Administration in California has formed a partnership between the state and a consortium of 15 foundations, each contributing \$5 million, to develop concepts and strategies for school-linked services. The effort, according to California

Health and Welfare Agency Secretary Sandra Smoley, "has resulted in the Healthy Start Program, whose goal is to provide a statewide comprehensive, integrated school-linked service to all children and families in the community, not just to low-income students."

One attractive feature of the Healthy Start Program is its commitment to local control. California Office of Child Development and Education Undersecretary Stephen Rhoads told panelists that counties which receive foundation grants are allowed to determine what they would like to achieve with the money—the only requirement being that the contribution be used in a collaborative manner for a service that focuses on the family.

While partnerships like Healthy Start can make a difference, no amount of collaboration can reverse the tide of family disintegration, unless "[we] change the geo-social environment of our country," according to Grantland Johnson, President Clinton's Region IX administrator, U.S. Department of Health and Human Services. He said that the current

Administration is shaping its programs on prevention, such as in the president's proposed health plan; independence, so that the citizens of our country "can stand on their own"; and improved customer service from the government.

"We need to create an environment where children and families can flourish, and we need the commitment of a caring government. But we can never forget that the government does not raise children, parents do," Johnson said.

Echoing Johnson's admonition, Smoley said, "There are no good substitutes for a family to teach children about love and acceptance, to provide a secure environment, to teach responsibility, to learn about relationships, and to grow up to become a nurturing parent. Government does not make a good parent. The government's role is to support, encourage and assist families in being good parents, not to replace families."

The second children's initiative forum is scheduled for Jan. 20, 1994, in Bexar County (San Antonio), Texas. For more detailed information on Healthy Start and

Sacramento County Children's Initiative Forum Recommendations

- Develop strategies for targeting communities to help the individual in need.

- Increase willingness of counties to try new programs by reducing penalties for failure, and encouraging experimentation to see what works and what doesn't.

- Convince policy-makers to withdraw funding from programs that do not work to free up money for other programs that are working.

- Encourage collaboration among the different levels of government and local agencies—a breaking down of traditional "turfs."

other collaborative programs, contact Sandy Markwood at 202/942-4235.

ACHIEVEMENT from page 1

lic-private partnerships; risk management; arts and historic preservation; and citizen participation, public information and civics education.

In announcing the program, NACo Executive Director Larry Naake emphasized the importance of the Achievement Award Program not only to the recipients, but to NACo as well. "Many individuals may not realize," Naake said, "that the information gleaned from these applications is used, among other purposes, to answer research requests, to write congressional testimony, and to identify effective conference/seminar speakers. Achievement Award applications, for example, will be a primary source of information for a best practices guide that will be prepared by the

Children's Initiative Task Force."

A primary goal in 1994, according to Naake, will be to expand participation in the program by all counties, large and small. "In the past," he said, "many of the nation's smaller counties have not participated in this program, perhaps because they wrongly believed that they couldn't compete with the innovations of large urban counties. I know, however, that size is not a determinant of innovative capacity or administrative quality; many of the most creative solutions to county government problems are being implemented by officials and employees of smaller counties. Unfortunately, they receive little publicity. Through the Achievement Award Program, however, I hope that we can begin to rectify that situation."

To capture the full range of county government activities, applications will be accepted in the following categories:

- 1) Arts and Historic Preservation
- 2) Children and Youth
- 3) Citizen Participation, Public Information and Civics Education
- 4) Community and Economic Development
- 5) Corrections, Juvenile Justice and Public Safety
- 6) County Administration and Management
- 7) Court Administration
- 8) Emergency Management and Response
- 9) Employment and Training
- 10) Energy Conservation and Environmental Protection
- 11) Fiscal Management

A primary goal in 1994... will be to expand participation in the program by all counties, large and small.

- 12) Health
- 13) Human Services
- 14) Information Technology
- 15) Libraries
- 16) Parks and Recreation
- 17) Personnel Management and Employee Benefits
- 18) Public/Private Partnerships
- 19) Risk Management
- 20) Rural Programs

- 21) Transportation
- 22) Volunteers

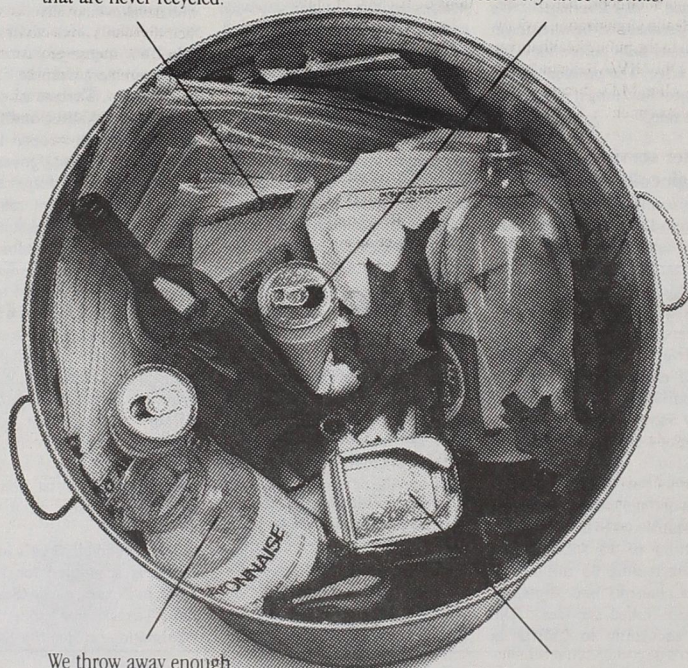
Application materials will be mailed to chief elected officials of NACo member counties in early December. Completed application materials must be submitted by March 1, 1994 to ensure consideration. Additional application forms may be obtained by contacting the NACo Research Department's Achievement Award hotline at 202/942-4280, or by faxing your request to the department at 202/737-0480.

Applications will be reviewed by the NACo staff and award winners will be notified in June. Award certificates will be distributed during the 1994 Annual Conference, July 31-Aug. 4, in Clark County (Las Vegas), Nev.

TAKE A FEW MINUTES TO GO THROUGH YOUR GARBAGE.

Every Sunday, more than 500,000 trees are used to produce the 88% of newspapers that are never recycled.

American consumers and industry throw away enough aluminum to rebuild our entire commercial airfleet *every three months*.



We throw away enough glass bottles and jars to fill the 1,350-foot twin towers of New York's World Trade Center *every two weeks*.

We throw away enough iron and steel to *continuously* supply all the nation's automakers.

The ordinary bag of trash you throw away is slowly becoming a serious problem for everybody.

Not only are we running out of resources to make the products we need, but we're running out of places to put what's left over.

For more information on recycling, call the California Department of Conservation, Division of Recycling, at 1-800-327-9886, or write Environmental Defense Fund, 257 Park Ave. South, New York, NY 10010.

The few minutes you take to learn how to recycle will spare us all a lot of garbage later.

**IF YOU'RE NOT RECYCLING
YOU'RE THROWING IT ALL AWAY.**



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News from the nation's counties

North

PENNSYLVANIA

• The U.S. Department of Education has awarded **WASHINGTON COUNTY** \$1.2 million to provide transportation for the disabled for employment purposes over the next three years. The county was one of 14 awardees selected from more than 200 applications nationwide.

The purpose of the project is to provide transportation services in areas that do not have fixed-route transportation or comparable paratransit services for individuals with disabilities who are employed, seeking employment, or receiving vocational rehabilitation services.

South

FLORIDA

• U.S. Attorney General Janet Reno addressed more than 400 judges, prosecutors, and drug treatment and criminal justice professionals in **METRO-DADE COUNTY** last week. Reno spoke at the first National Drug Court Conference, hosted by Dade County's Office of Substance Abuse Control (OSAC).

According to OSAC Director Tim Murray, the goal of the conference was to explore efforts by courts to

reduce drug addiction. Established under the direction of Judge Stanley Goldstein in 1989, the Dade County Drug Court was the first in the nation and has served as a model for many others. In fact, it has been visited by representatives of more than 50 foreign countries and 80 jurisdictions in the United States.

The conference was co-sponsored by the National Institute of Justice, the American Bar Association's Center for Substance Abuse and the State Justice Institute.

MARYLAND

• To help promote the need for education and prevention to stop the spread of the HIV virus, the **BALTIMORE COUNTY** Department of Health held a candlelight vigil at the county's old courthouse Dec. 1. The event was one of several activities held in the county for World AIDS Day, an international commemoration coordinated by the World Health Organization to draw attention to the public health threat posed by the HIV/AIDS epidemic.

Joan Colfer, M.D., director of the health department's Division on Disease Control, explained that the purpose of the candlelight vigil was held to illustrate the need for education to light the way to a healthier future. "HIV and AIDS continue to spread to ever-wider segments of

the population," said Colfer. "Unless people work together to encourage better education and promote prevention, HIV/AIDS will continue its destructive path."

The county's health department also recently sponsored an AIDS peer education conference for high school students.

VIRGINIA

• **FAIRFAX COUNTY'S** Waste Reduction and Recycling Program recently received state and national recognition for its commercial recycling effort. The program won a 1993 Keep America Beautiful National Recycling Award in the government agencies category, and the Virginia Recycling Association's 1993 Comprehensive Community Program Award in the category of commercial/institutional comprehensive recycling program serving populations of 100,000 or more.

Fairfax County attributes much of the success of the program to an ongoing partnership with the private sector and support from its Citizens' Advisory Committee for Solid Waste Disposal Matters.

Since early 1991, county staff has also worked with local businesses through the Fairfax County Business Recycling Task Force on waste reduction and recycling.

Midwest

OHIO

• **USA Today** recently reported that **COLUMBIANA COUNTY** Treasurer Ardell Strabala has resigned amid criticisms about \$9.9 million in county tax receipts that have apparently disappeared. Strabala, who had invested large sums of county money through his son, said he didn't know that there was a law prohibiting the use of relatives to manage public money.

The matter is under investigation.

West

ARIZONA

• The **MARICOPA COUNTY**

Board of Supervisors recently approved a new set of air pollution control measures that were developed by the county's Air Quality Rules Work Group—a group of 12 public and private sector representatives.

The work group was appointed by the board of supervisors in June in an effort to develop community-wide permit requirements for compliance with the federal Clean Air Act.

Board Chair Jim Bruner commended the work group, saying it met its goal of representing diverse viewpoints, providing expertise, identifying a consensus, and helping form the best public policy guidelines possible on air quality.

More news from ...

CATAWBA COUNTY, N.C. — Nine Catawba County employees were selected to receive statewide awards for reinventing the way they do business. The Ketter Award honors 10 public employees or teams who develop innovative, cost-saving programs and procedures to enhance their division's productivity.

In 1992, after several commissioners read Ted Gaebler's book, *Reinventing Government*, Catawba County began considering ways it could reinvent its operations. The board decided to transform the "spend it or lose it" budget process into one that encourages constant evaluation of the use of resources for service efficiency and pushes some money decisions down to non-management employees.

Six department heads volunteered to pilot the new process and were given flexibility in budgeting and restructuring their departments. The process worked so well that the board of commissioners recently decided to provide more departments with the same opportunity in the upcoming year.

Settlement houses: time for a national revival?

By Neal R. Peirce
Washington Post Writers Group

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

Could the best model to help bleeding urban neighborhoods be a 107-year-old prototype?

It was in 1886 that Stanton Coit founded America's first settlement house, the Neighborhood Guild on New York's Lower East Side. By 1913, there were 413 settlement houses in 32 states, providing all manner of recreational and cultural activities to help East European immigrants assimilate into American society.

The settlement movement's most famous exponent became Jane Addams of Chicago's Hull House, who won the 1931 Nobel Peace Prize.

Even in today's America, some 200 of the original settlements survive, joined by several hundred other varieties of neighborhood centers, new and old.

Now a case is being made that it's time to revive the settlement house pattern nationally. Advocates note settlement houses are concerned about the whole neighborhood, its spirit and welfare.

All families are welcomed to join in any activity from day-care to programs for "latchkey" kids to sports, summer camp, parenting classes and senior citizen circles.

No one needs to be an "AFDC" recipient or belong to some "target population" to participate in settlement house activities, notes Harvard University's Howard Husock in a lucid review written for *The Public Interest*.

In stark contrast, most of today's categorical government-funded social programs use social workers to treat the poor as "clients," dividing them up according to every dysfunction from drug and alcohol abuse to teenage pregnancy, child abuse and mental disorder.

The settlement houses of early days worked hard to connect poor people to the American mainstream. In addition to their own core staffs, they had large numbers of middle-to-upper-income volunteers. Lots of their work focused on children, introducing them to organized sports, arts, crafts and music. Benny Goodman got his first clarinet at Hull House.

Some of those grand traditions live in modern form. At Boston's West End House, Husock discovered, college students run after-school art classes, hanging impressionists prints that are studied by a

mixed group of black, Hispanic and Asian children who frequent the house daily. Students from an adjoining affluent suburb volunteer as tutors at Cleveland's Harvard Community Services Center.

Modern settlement houses often provide the safe haven kids need in gang- and drug-infested areas. And just as critical, young people get enveloped in a socializing community in which they know they're responsible for their own actions.

As one example of peace created on tough urban turf, rival gang members, without incident, use the gym at Boston's Lena Park Community Center. The Collingwood Community Services Center, located on a tense racial dividing line in Cleveland, offers a neutral setting for neighborhood meetings and is credited with preventing race-related incidents from becoming more serious.

And there's still lots of inventiveness in settlement houses. St. Louis' Grace Hill Settlement House, for example, has worked with Boatmen's Bank and government agencies to develop a "cache card," similar to an ATM card, for neighborhood residents. The card is capable of recording welfare payments, acting as a bank card, and serving as a credit card in selected local stores.

In a neighborhood where people hesitate to leave home for fear of having Social Security and welfare checks stolen from their mailboxes, the cache card provides security.

It saves high fees in check-cashing establishments and helps residents learn thrift and financial management — just as another settlement house innovation, the "penny provident bank," did in Philadelphia 90 years ago.

Some churches support settlement houses generously, but ample funding is more the exception than the rule. Private givers may be more tempted to give to alleviate hunger in Africa, or fight a specific disease, than to give to a settlement house that specializes in day care, summer camps and athletics. The houses often depend on United Way funding, which not only obscures their identity, but offers growing uncertain support.

Most settlement houses have agreed to carry out government social services. All too often, though, it turns out to be a Faustian bargain in that huge amounts of staff, time and money are spent responding to government program requests, preparing thousands of forms for auditing and monitoring programs.

Emily Menla Marks, executive

director of United Neighborhood Houses of New York, argues that one government contract, "with seamless funding and much reduced reporting and auditing," would let each settlement house reshape and expand its efforts toward youth and family development in a more holistic way.

Is it conceivable we could get that smart about reinventing government by servicing whole families, and through them, whole neighborhoods?

The obstacles are threefold, and formidable: uncompromising advocates for each social service, resistance by credentialed professionals who "deliver" services, and the congressional committees that created our hundreds of categorical federal social aid programs in the first place.

But in an era when virtually every study done by foundations, governments, academics or policy-makers says we need far more comprehensive, coordinated, neighborhood-based and family-focused services, the settlement houses should be well positioned.

The promise is not just to go back to the future by embracing principles of a golden era of social service in America. It's also to rebuild community in our most dangerously imperiled neighborhoods.

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Notices . . . notices . . . notices

CONFERENCES

■ **The Ohio Management Training Institute (OMTI)** is hosting the 1994 National Assessment Academy Conference, "Assess for Success: Making It More Than Just a Test!" Feb. 16-18, in Washington, D.C.

The conference is designed for assessment specialists, program planners, job training counselors, case managers and other direct service staff.

For more information, contact OMTI, 2700 East Dublin-Granville Road, Suite 7, Columbus, Ohio 43231, or call 614/895-7500.

■ Youth and adults will tackle the issues of violence, property crime, rape, gangs, drugs and other key crime prevention issues during the Seventh National Youth Crime Prevention Conference in Miami, Fla., March 16-19.

The conference theme is "Discover Power: Youth Service for Community Safety," which highlights the effectiveness of youth volunteerism in helping to make communities safer.

For more information, contact the National Crime Prevention Council, 1700 K St., N.W., Second Floor, Washington, DC 20006-3817, or the Youth Crime Watch of America, 5220 Biscayne Blvd., Suite 207, Miami, FL 33137-3222.

PUBLICATIONS

■ **"The Waste Prevention Tool Kit"** is a compendium of promotional materials from communities all over the country that can be used to implement local waste prevention programs. Published by **Cornell University**, the book includes materials ranging from ordinances, to promotional flyers, to waste

hauler contracts. Permission to reproduce is granted as long as the source is credited.

For more information or to purchase the book for \$14.95, contact Peter Gowan at Cornell University Resource Center, 607/255-2080.

■ A new guide to information and training resources for emergency man-

agement is now available with Volume Two of the *Emergency Services Sourcebook*.

The book provides public officials, industrial managers and emergency responders with quick information for questions on hazardous materials spills, occupational safety and health compliance, and environmental protection to name just a few.

Included are descriptions on thousands of texts, manuals, audiovisuals, periodicals, computer software programs and more.

The publication costs \$119.90. To order, contact Specialized Publication Services, Inc., P.O. Box 1915, Madison Square Station, New York, NY 10159, or call 212/533-3403.

MISCELLANEOUS

■ **The National Center for Chronic Disease Prevention and Health Promotion** and the Centers

for Disease Control and Prevention have produced a CD-ROM format for information on chronic disease prevention (CDP) and health promotion. Useful to educators and health care professionals, the CDP File/CD-ROM combines six data bases containing information from a variety of published and unpublished documents.

The CD-ROM (#017-022001235-9) costs \$30. To order, write to: Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15220-7954.

Job market

COUNTY ENGINEER — JACKSON COUNTY, IOWA: Jackson County, Iowa seeks applicants for county engineer. The engineer is responsible for but not limited to construction and maintenance of 832 miles of county roads. Salary range is \$40,000.00 to \$48,000.00 plus fringe benefits. Send resume and letter of application to the Maquoketa Job Service Workforce Center, 201 West Platt, Maquoketa, Iowa 52060 by December 31, 1993. EOE & ADA Employer.

EXECUTIVE DIRECTOR — MID-VALLEY MANPOWER CONSORTIUM, EL MONTE, CALIF.: Salary is negotiable. Mid-Valley is a Prime Agent of the Los Angeles County Private Industry Council and receives approx. \$3.5 million in JTPA funds annually to provide job training services in 4 cities and adjacent areas. Mid-Valley also has non-JTPA programs budgeted at approx. \$500,000 annually. Responsibilities include general management, carrying out Board policies and directives, accomplishing the agency's goals and objectives, and

managing its programs and resources, including 18 FT JTPA employees as well as PT and casual non-JTPA employees. Optimum qualifications include a Bachelor's degree in Public or Business Administration, Human Resources Management, or a related field, 5 years' successful professional employment in local government, human service, job training or related agency, public or private, with at least 2 years in middle or upper management. Spanish fluency and a strong financial management background are highly desirable. Resumes accepted until December 30, 1993. For further information, contact Michael Colantuono, 333 S. Hope St., 38th Fl., Los Angeles, CA 90071; (213) 626-8484. EOE/AA.

INSPECTIONS AND LAND USE DIRECTOR — WAKE COUNTY, N.C.: Job #459/93 (Community Development Services) - \$44,832-51,912: (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 planners, inspections, and support personnel. Apply by 1/14/94 to Wake County Personnel Dept., PO Box 550, Raleigh, NC 27602, (919) 856-6090. EOE/AA. Wake County Applications only (No Resumes).

LEGISLATIVE AFFAIRS DIRECTOR — NATIONAL ASSOCIATION OF COUNTIES: The National Association of Counties (NACo) has an opening for a Legislative Affairs Director. The incumbent is responsible for directing the activities of the Legislative Affairs Department to include: policy analysis, development, and implementation; lobbying, coalition building and media outreach, technical assistance to steering committees in a broad range of policy and program areas; and consultation and advice to the Executive Director for various program and administrative issues. Qualifications: bachelor's degree plus ten years of progressively responsible work experience. A master's degree can substitute for two years of work experience; must have proven financial, human resources, and program management abilities; must be innovative, self-motivated, creative and a team player; must possess the interpersonal skills necessary to coordinate, manage, and supervise professional and support staff; must have a proven track record in establishing networks, negotiating, persuading, building consensus, and providing leadership; must understand the federal and local government policy processes and be able to evaluate the political, economic, historical and intergovernmental context of policy; sensitivity and tact in dealing with others; strong written and oral communications skills; and familiarity with computers is desirable. Salary is set using the HAY method of job evaluation. Minimum annual salary for the position is \$81,012. Interested and qualified applicants should submit a cover letter and resume by January 1, 1994 to: HR Manager-LD, NACo, 440

First St., N.W., Washington, DC 20001. No phone calls please. NACo is an equal opportunity employer, offers competitive benefits and a smoke-free work environment.

PUBLIC WORKS DIRECTOR — WELD COUNTY, COLO.: Weld County is seeking a Public Works Director to direct the County's engineering, construction and maintenance of its large transportation system. Applicant may be either a Road and Bridge Construction Project Manager or a Professional Civil Engineer. Applicants must have a minimum of five (5) years of progressive management experience in Road and Bridge construction and/or maintenance. The 1994 budget is approximately 14.5 million dollars. The system includes 1,203 lane miles of paved roads and 5,341 lane miles of gravel roads. Responsibilities will include engineering, bridge construction, gravel mining operations, road construction, maintenance, contract administration, and planning. Position is Department Head level reporting directly to five County Commissioners. Salary dependent on experience and qualifications with excellent benefits. Send resume to Weld County Personnel, P.O. Box 758, Greeley, CO 80632, by December 31, 1993.

Job Market - Classified Rate Schedule

Rates: \$3 per line.

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

Display Classified: \$30 per column inch.

Billing: Invoices will be sent after publication.

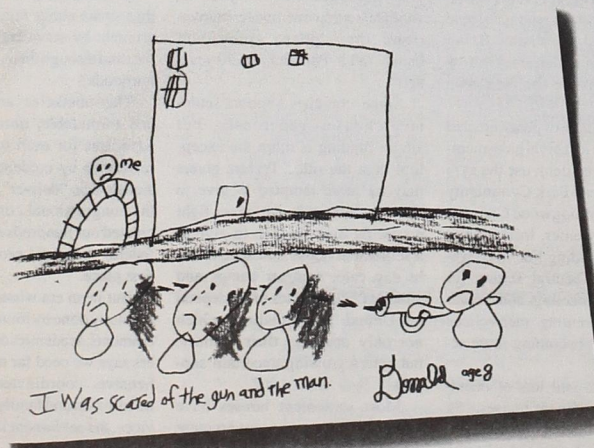
Mail advertising copy to: Job Market, *County News*, 440 First St., N.W., Washington, DC 20001.

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.

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and what they see
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