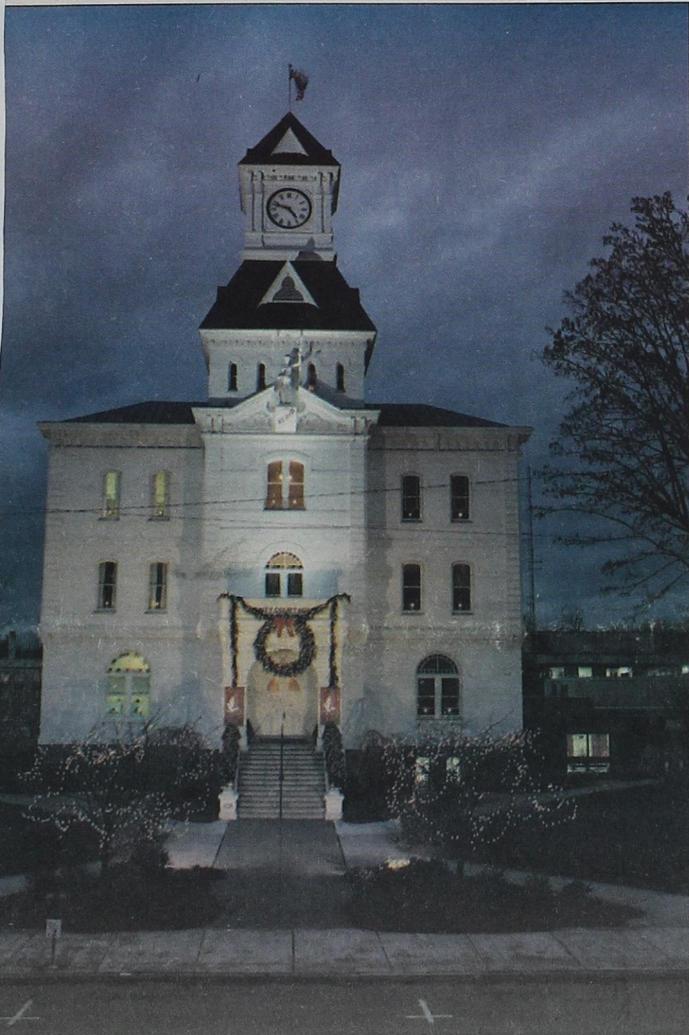


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County News

of Counties • Washington, D.C.

Vol. 26, No. 24 • December 19, 1994



Benton County, Ore.

Season's Greetings!

This has been a year that all NACo members and staff should be proud of. Our legislative successes, especially the progress of mandate relief and the passage of *NLT*, our special efforts on behalf of children and the environment, and our broadening commitment to the wise use of technology, should give us all cause to take a moment and feel good about the jobs we do.

The new year will certainly bring us its own challenges and opportunities. But for now, it is enough that we rest, pause in the joy of the season, and prepare ourselves to do well, be well and play well in the new year.

Randy Franke, NACo president



Board OKs dues increase for 1996

By Beverly Schlotterbeck
editor

For the first time since 1983, the NACo Board of Directors has approved a dues increase, effective Jan. 1, 1996, which is expected to stabilize and maintain funding for core NACo member services.

Meeting in Bexar County (San Antonio), Texas, Dec. 9-10, the Board also adopted an \$11.3 million budget — up from \$10.5 million in 1994 — and approved 24 legislative priorities, tapping mandate relief as the top focus. (See page 3 for story, page 7 for complete list.)

Board action on the budget and dues restructuring came during a spirited, discussion-filled, five-and-a-half-hour session on Saturday.

The proposal to increase dues, recommended by the Board Finance Committee, followed a three-year-long effort to analyze and assess NACo's fiscal stability and member needs in the context of a long-range planning capacity.

The study was first undertaken by the Dues Structure Task Force in 1991, and continued by Lang and Associates, NACo's auditing firm. Included in their analysis were several key findings:

▲ Between 1984 and 1988, NACo could cover member services spending through dues and program income. Since then, inflation and new member programs have decreased the ability of dues and other program revenues to sup-

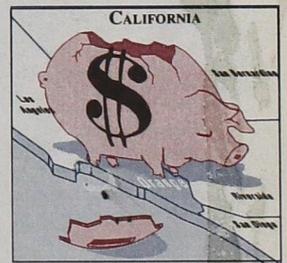
See BOARD, page 2

NACo takes steps to restore investment confidence

By Tom Goodman
public affairs director

At a news conference, Dec. 15, NACo announced the establishment of a task force on the investment of public funds to analyze the current state of county investments and the creation of a financial services center to assist and advise counties in the matters of public finance, employee benefits and investing through a pooled process.

NACo also has established a "county financial hotline" to address questions concerning investment definitions, procedures or concepts that county officials have used or may be considering. The hotline



can be accessed by calling 202/942-4282.

These steps come in the wake of the severe financial losses recently suffered by Orange County, Calif. The financial world was shaken by the revelation, a little over one week

See INVESTMENT, page 10

I N S I D E

The Department of Agriculture's reorganization trades some familiar names for new identities. [page 4](#)

The Department of Justice releases its proposed regulations for the corrections title in the crime act. [page 5](#)

Bankruptcy reform gives counties a break on filing post-petition tax liens. [page 6](#)

After 20 years, Salt Lake County (Utah) Recorder Katie Dixon, longtime, active NACo Board member, is retiring from county government.



page 8

The winners are in for the County Courthouse Photo Contest. Top prizes go to entries from Oswego County, N.Y.; Shelby County, Tenn.; and Caroline County, Md. Their prize-winning photos and the distinguished runner-ups are featured on [pages 11-13](#)



Neal Peirce

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News from the nation's counties

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BOARD from page 1

port these same services. Member dues currently account for only 20 percent of the total NACo income.

▲ Excessive reliance on non-dues revenue, such as government grants, has proven disastrous in NACo's history. In 1979, grants to NACo exceeded dues revenues by a margin of 2-1. In the early '80s, federal contracts decreased significantly, and NACo's income stream dropped 30 percent. Within three years, NACo staff plummeted from 140 to 42 employees.

▲ NACo member services are now heavily subsidized — nearly \$2 million this year — with royalties from NACoServices' deferred compensation program, offered through PEBSCO. (NACoServices is a NACo subsidiary.) In turn, PEBSCO revenue to NACo will decline beginning in 1997 as state associations receive a larger share of PEBSCO royalties.

"We could not overlook the trends this association was facing and expect, at the same time, to serve our members well," said NACo President Randy Franke.

"I know that raising dues is a lot like raising taxes. It hurts. It can make you very unpopular. It can even lose you elections. But you must believe that the community you serve, in this case our members, will ultimately profit from your decision."

In the end, the Board adopted the

Finance Committee's recommendation by 3-to-1 margin. (For details, see "Finance Committee Recommendation for Dues Increase," below.)

1995 budget

The adopted budget includes funding for five new programs: several satellite broadcast programs over the year, similar to the crime act videoconference in October of this year; InfoRamp, an on-line link for NACo members to the information superhighway; Local Information Infrastructure, a program designed to train county officials about the information highway; Coastal Watershed Management Project, intended to educate NACo members about federal and regional coastal and wetlands issues, policies and regulations; and NACo Financial Services Corporation (NACoFSC), a joint venture between NACoFSC, a subsidiary of NACoServices, and the Daventport-Pitts Group, Ltd. Three of

these programs will be self-supporting through grants.

The budget also includes funds for Phase Two of NACo headquarters' technology upgrade.

In addition to swift access to county demographic data and statistics, the new software upgrades will also allow members to register for conferences electronically, via InfoRamp, and provide NACo's accounting office with state-of-the-art tracking and fiscal analysis capacity.

New software will also give NACo's Legislative Affairs Department substantially improved lobbying tools that will allow a closer and more accurately forged link between NACo members and Capitol Hill members.

Other actions

The Board adopted the 1995 "NACo Vision and Three-Year Plan," which proposes nine goals for the year:

▲ Achieve fiscal stability and growth. Eliminate NACo deficit and create reserves by 1997.

▲ Increase NACo's capacity to deliver quality services to members.

▲ Improve communications with members and potential members.

▲ Enhance the power and effectiveness of NACo and county officials as a lobbying force in Washington, D.C.

▲ Enhance services to counties through research, education and training programs.

▲ Enhance services to counties through public/

private partnerships.

▲ Enhance services to counties and the county image through an effective corporate relations program.

▲ Increase membership from 1,700 to 2,000 by Jan. 1, 1998 through the implementation of a comprehensive membership retention and promotion program.

▲ Enhance the visibility and image of county government, county officials and NACo.

The Board also voted to eliminate the position of internal auditor, effective Dec. 31, 1994. The internal auditor, a part-time position, reports to the Board of Directors through the Audit Committee.

The Board also charged the Audit Committee to recommend whether the position should be reinstated, and if reinstated, whether an internal employee or



Photo by Beverly Schlotterbeck

Just like the upcoming 104th Congress, NACo's Board of Directors includes a lot of new faces. (l-r) Randy Horiuchi, Salt Lake County, Utah; Ken Epperson, Caddo Parish, La.; Jim Rout, Shelby County, Tenn.; Virginia Petersen, Polk County, Iowa; Bob Ryan, Olmsted County, Minn.; Dick Davis, Mercer County, Pa.; Jane Jelinski, Gallatin County, Mont.; Ken Brown, Rich County, Utah; Carolyn Meline, Bannock County, Idaho; Jerry Griffin, Fulton County, Ga.; Marjorie Webster, Carroll County, N.H.; Bob Pasley, Wayne County, W.Va.; Doris Karloff, Saunders County, Neb.; Dennis Bierschbach, Walworth County, S.D.; Nina Mooney, Bullitt County, Ky.; Ron Brown, Sierra County, N.M.; and A.J. Tothacer, Berkeley County, S.C. (Not pictured) Frank Lehr, Union County, N.J.; John Kelly, Essex County, N.Y.; El Franco Lee, Harris County, Texas; Margaret Minors Smith, Gloucester County, N.J.; Junior Teague, Alamance County, N.C.; Terry Thompson, Fremont County, Idaho; Jay Weber, Douglas County, Wash.; Ardis Schmitt, El Paso County, Colo.; Tom Laurin, San Bernardino County, Calif.; and Yvonne Atkinson Gates, Clark County, Nev.

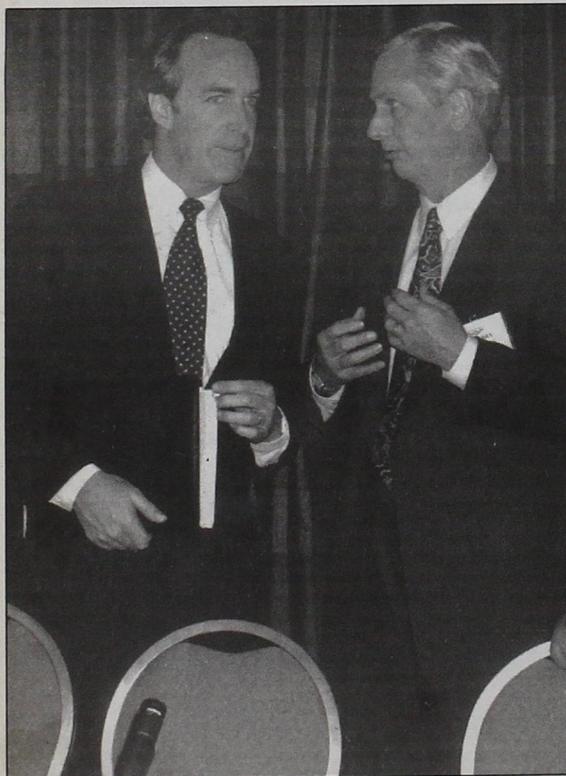


Photo by Beverly Schlotterbeck

(l-r) Senator Dirk Kempthorne (R-Idaho) and NACo Executive Director Larry Naake confer after Sen. Kempthorne's briefing to the NACo Board of Directors, Dec. 10.

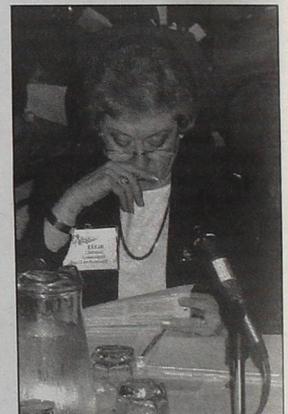


Photo by Beverly Schlotterbeck

NACo Board Member Ellie Dumdi, Lane County, Ore. commissioner, reviews news release about the Board's adoption of NACo's 1995 legislative priorities.

an external firm should be hired to perform the function.

Finance Committee Recommendation for Dues Increase

(Adopted Dec. 10, 1994; Effective Jan. 1, 1996)

- 1) Continue to use population to calculate dues.
- 2) Continue to use 10-year census changes to determine number of citizens upon which dues are calculated.
- 3) Increase minimum dues from \$265 to \$350.
- 4) Raise maximum dues from \$32,000 to \$35,000.
- 5) Raise all other members from rate of \$.01571 to \$.01714 per county citizen.
- 6) Provide for an annual dues adjustment rate based on Social Security indices, subject to annual Board review to determine necessity.
- 7) Implement initial increase Jan. 1, 1996, and yearly adjustments beginning Jan. 1, 1997.

Mandate relief tops NACo's 1995 priorities

By Beverly Schlotterbeck
editor

Spurred by the near-passage of mandate-relief legislation in the last Congress and majority support in the new, the NACo Board, at its fall meeting, adopted unfunded mandate relief as its top legislative priority for 1995.

The "Stop Mandates" initiative heads a list of 24 legislative priorities hammered out in a daylong meeting of the steering committee chairs and NACo Executive Committee, Dec. 9, and further refined by the Board the next day. (See page 7 for complete list.)

Joining mandate relief in the top seven priorities are: welfare reform, job training and employment; infrastructure development; anti-crime legislation; rural development; waste flow control; and payments-in-lieu-of-taxes (PILT) funding.

These seven issues passed the "breadth, depth and feasibility" criteria as articulated by NACo President Randy Franke during the steering committees' and Board's deliberations on legislative priorities.



Photo by Beverly Schlotterbeck
NACo President Randy Franke presides at legislative policy adoption meeting.

Priorities targeted for special focus in the year should affect a significant number of counties (breadth), should have significant financial implications (depth), and have a better than even chance of congressional attention during the year, Franke explained.

The strong support for mandate-relief legislation in the 104th Congress was underscored during a

briefing to the Board of Directors, on Dec. 10, by Senator Dirk Kempthorne (R-Idaho), principal sponsor of the legislation in the Senate.

Characterizing the Nov. 8 elections as "revolutionary" in nature — an event in which "the voters took aim and fired their bullets" — Kempthorne warned against any presumption that the Republican majority can act unilaterally in fashioning a legislative agenda.

"If we don't perform in a bipartisan manner, the electorate won't turn things back to the Democrats. They will be so fed up with all elected officials, we won't need term limits. We will all be bounced."

With or without bipartisan cooperation, the November elections heralded the dawn of a "new era of federalism," Kempthorne said, which should be welcome news to county officials "who have not been treated well as partners."

Marking the transition will be S.B. 1, the 104th Congress' mandate-relief measure, previously S.B. 993 in the 103rd Congress. Kempthorne warned that its passage is "not automatic." The bill's sponsors may need to "come up with 60 votes" to avert the danger of a filibuster from those "who would

like to strip this thing."

Nonetheless, Senate leaders are planning to introduce S.B. 1 no later than the second week of the session, followed quickly by a joint hearing before the Senate's Government Operations and Budget committees.

Kempthorne would like to see S.B. 1 strengthened to include "agency backs," which, he explained, means "that when all is said and done, a federal agency cannot compel a local government to carry out a mandate unless money

is provided by Congress."

However, he cautioned that several key Senate leaders, such as John Glenn (D-Ohio), ranking minority member and former chair of the Government Operations Committee, and Alan Simpson (R-Wyo.), new Budget Committee chair, "aren't there, yet."

As a result, Kempthorne asked the Board members for their support, assuring them that "you are the network that can make it [mandate relief] happen."



Photo by Beverly Schlotterbeck
(l-r) Taxation and Finance Steering Committee Chair Bill Melton, Dallas County, Texas, and Agriculture and Rural Affairs Steering Committee Chair Dow Wagner, Auglaize County, Ohio, confer during Board discussion of NACo's legislative priorities.

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

The theme for the celebration is
children's issues.

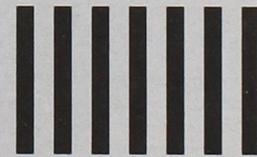
A national videoconference on children's
issues will be held during
County Government Week.

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

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



NATIONAL
COUNTY
GOVERNMENT
WEEK



April 2-8, 1995



USDA realigns field offices

By Philip A. Rosenlund
NACo fellow

The massive reorganization of the 130-year-old U.S. Department of Agriculture (USDA) became official earlier this month when Secretary of Agriculture Mike Espy announced the closure or merger of nearly 1,200 field offices and the collapse of 43 USDA agencies into 29, under a dramatic streamlining plan approved by the 103rd Congress. Secretary Espy expects the reorganization to save taxpayers \$3.6 billion over the next six years.

USDA had maintained at least one, and sometimes several, field offices in each county to administer its farm subsidy, conservation and lending programs. Under the department's reorganization, the 3,700 field offices will be decreasing to 2,531 "USDA Service Centers" for "one-stop shopping."

Some offices have already closed because of inactivity, and the remainder will close over a several-year period depending on lease contracts and other legal considerations associated with USDA.

The Washington D.C. headquarters will be slimmed down more than the field office staffs, Espy said. The number of USDA agency administrators (assistant secretaries) will decline from seven to two, but the number of high-level political appointees (undersecretaries) will increase from two to six.

Natural Resources Conservation Service

The familiar and popular Soil Conservation Service (SCS) will take on a new identity as the Natural Resources Conservation Service (NRCS), a part of the Natural Resources and Environment Division. The new agency will continue to have responsibility for all agricultural-related programs of the former SCS.

In addition, several other programs have been transferred to it, including the Wetland Reserve Program, the Waterbank Program, the Colorado River Basin Salinity Control Program, Farms for the Future, the Forestry Incentives Program, the Watershed Program and the Great Plains Conservation Program.

"We are working for a smooth transition for our customers," said Paul Johnson, chief of the former SCS agency. "And we will continue to build on 60 years of a unique relationship between the federal government and this nation's private land owners, as well as our conservation's districts and state agency partners."

Consolidated Farm Service Agency

The Agricultural Stabilization

USDA Reorganization

partial list of name changes and consolidation

Old Agency	New Agency
<ul style="list-style-type: none"> • Federal Crop Insurance Corporation • FmHA (agriculture credit) • Agriculture Conservation Program • Conservation Reserve Program • Soil Conservation Service 	<ul style="list-style-type: none"> • Consolidated Farm Service Agency
<ul style="list-style-type: none"> • Rural Electrification Administration (electricity, telephones) 	<ul style="list-style-type: none"> • Natural Resources Conservation Service • Rural Utilities Service
<ul style="list-style-type: none"> • FmHA (housing) • Rural Development Administration (rural community loans) • Rural Electrification Administration (rural community loans) 	<ul style="list-style-type: none"> • Rural Housing & Community Development Service
<ul style="list-style-type: none"> • Rural Development Administration (business development) • Rural Electrification Administration (business development) 	<ul style="list-style-type: none"> • Rural Business & Cooperative Development Service

and Conservation Service (ASCS), Federal Crop Insurance Corporation (FCIC) and the farm-lending activities of the Farmers Home Administration (FmHA) have been folded into the Consolidated Farm Service Agency (CFSA).

Commodity price and income support programs, such as crop insurance, farm lending, the Agricultural Conservation Program (ACP) and the Conservation Reserve Program, will be administered locally by elected farmer committees.

The committee will have three to five persons who are actively engaged in farming or ranching, and are elected by agricultural producers. Where more than one committee exists, USDA has made provisions to consolidate existing county committees if approved by the state committee.

Rural development

Rural development under the reorganization will get a boost up the priority ladder. It would bring together three new organizations under the undersecretary for rural economic and community development.

The first is the Rural Utilities Service (RUS), which combines the

telephone and electric programs of the former Rural Electrification Administration (REA) with the water and sewer programs of the Rural Development Administration (RDA).

The Rural Housing and Community Development Service (RHCDS) combines the Farmers Home Administration housing program with RDA and REA rural community loan programs into one office.

The third office would strengthen business development programs by authorizing the Rural Business and Cooperative Development Service (RBCDS), which combines RDA and REA business development programs with the Agricultural Cooperative Service and the Alternative Agricultural Commercialization Center.

Research and Extension

The Cooperative State Research Service (CSRS) would be merged with the Extension Service (ES) into one agency at the federal level, called the Cooperative State Research, Education and Extension Service (CSREES). The reorganization will be less noticeable at the

NACo

on the move

◆ Members of NACo's Sustainable Development Task Force, chaired by Marion County (Ore.) Commissioner **Mary Pearmine**, met in Chattanooga, Tenn., late last month, where they toured the area to observe its sustainable development plan and met to define the group's goals for next year. NACo staff members attending the meeting were Director of Environmental Programs **Jerry McNeil** and Research Associate **Nina Petrovich**.

◆ NACo Past President **Barbara Sheen Todd** has accepted a position as executive vice president of the Florida Education Research Foundation and an affiliated economic development corporation. Todd resigned from the Pinellas County (Fla.) commission last July to run for lieutenant governor alongside failed gubernatorial candidate Jim Smith.

◆ On Dec. 8-9, members of the NACo/U.S. Conference of Mayors/EPA cooperative project on municipal solid waste and pollution prevention met in Washington to review project activities and objectives for 1995. Research Associate **Naomi Friedman** represented NACo at the meeting.

◆ On Dec. 12 in Atlanta, Ga., **Mary Uyeda**, director of NACo's County Health Policy Project, presented a workshop on state and local government roles in promoting public health as part of a series of workshops sponsored by the U.S. Department of Health and Human Services' Agency for Health Care Policy and Research.

◆ At the National Governors' Association's Employment and Training Conference on Work Force Development Issues, Dec. 9 in Tyson's Corner, Va., **Neil Bomberg**, director of NACo's National Training and Employment Programs, made a presentation where he gave the local government perspective on job training reform proposals.

◆ Monterey County (Calif.) Supervisor **Barbara Shipnuck** and Montgomery County (Md.) Commissioner **Marilyn Praisner** served on a panel at a hearing sponsored by the National Governors' Association (NGA) titled, "Building Communities for Children," in Washington, Dec. 9.

◆ Research Associate **Robin Fernkas** traveled to Long Beach, Calif. last month for the Western Job Training Partnership Association's conference to speak about school-to-work transition and consolidation of job training programs.

Fernkas, along with Legislative Associate **Brian Lagana**, participated in a forum sponsored by the United States Information Agency and the Academy for Educational Development to explain the federal legislative and policy process.

County News

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

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NACo task force reaffirms its support for crime act

By Donald Murray
associate legislative director

As questions mount over the future of the 1994 crime act, NACo's task force on its implementation met in Washington, and reaffirmed its support for the Violent Crime Control and Law Enforcement Act of 1994.

Although Congress has already appropriated \$2.3 billion in FY95 to fund state and local programs in the act, most of the county programs, particularly in prevention, corrections, domestic violence and drug courts, are not authorized for significant appropriations until Oct. 1, 1995, the start of the FY96 fiscal year.

The new Republican realignments in both the House and Senate have caused a great deal of uncertainty as to whether the crime act — with its prevention programs — will be preserved in its current form.

In the "Contract with America," Republican leaders have called for legislation that would eliminate community policing grants (\$8.8 billion), drug courts (\$1 billion) and most of the crime prevention programs (\$4 billion). They would replace these components with a \$10 billion block grant program that is intended primarily for police hiring, equipment and overtime, and use the \$4 billion cut in prevention for prison construction. Local officials would be allowed to use the block grant funds for prevention purposes, but only if the police organize or participate in the program.

Under the contract, a \$10.5 billion prison construction program would replace the act's \$7.9 billion corrections grant program, which funds programs as well as facilities.

As the primary local public sector providers of health and human services programs, counties would be particularly hard hit by a loss of prevention dollars, says Commissioner Mary Boyle, Cuyahoga County, Ohio, a task force member. "If such a proposal were enacted, it would eliminate (with the exception of domestic violence funds) virtually all of the remaining prevention programs."

Counties would face another funding loss under the formula designed to distribute the \$10 billion law enforcement block grant. The block grant formula targets areas with high crime rates as opposed to a formula that would credit counties for the expenditures they make within high crime areas, Boyle explained. In other words, if the high crime area were in the central city, the city would receive

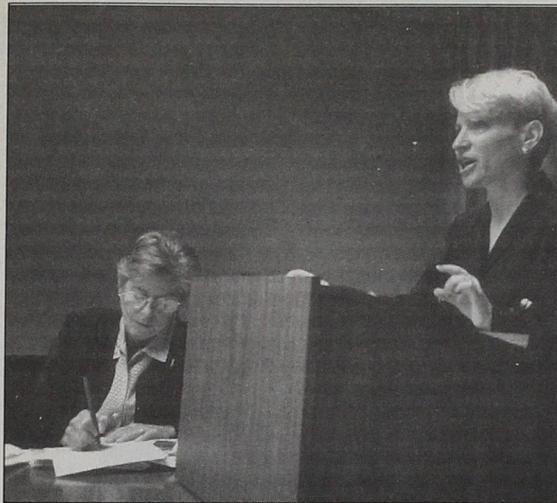


Photo by Donald Murray

Assistant Attorney General Laurie O. Robinson addresses NACo's Task Force on the Implementation of the Crime Act. Pictured at left is Commissioner Mary Boyle, Cuyahoga County (Ohio) commissioner, who chairs the task force meeting.

all of the funds. This would occur despite the fact that most counties spend the bulk of their justice resources within municipal boundaries for items such as probation, indigent defense, prosecution and incarceration.

The task force reaffirmed its unanimous support for the act after hearing from senior adminis-

tration officials and key congressional staff at its Dec. 1 meeting. It also pledged to mount a major effort in the coming months to educate members of Congress on the importance of retaining the existing crime act and the prevention funds that go with it. The group recommended that bipartisan county legislative team meetings be organized to explain NACo's position to members of Congress.

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The task force also recommended that the Justice Department build incentives into the regulations that would promote city-county and state-county collaboration. The department was urged to encourage the active input and involvement of state associations of counties in the implementation process.

In this regard, it was suggested that state associations of counties be made eligible to re-

ceive federal technical assistance funds to help them provide meaningful input into the state plan.

The 17-member multidisciplinary task force was appointed by NACo President Randy Franke in September to analyze the impact of the crime act on counties and to make recom-

mendations for developing the regulations and strengthening the relationship between federal, state and local officials in the implementation process. It has representatives from NACo's Justice, Health, Human Services and Employment steering committees, and from NACo's Children Initiative Task Force.

Interim corrections rule issued for review and comment

On Dec. 7, the Justice Department published in the *Federal Register* an interim rule for review and comment implementing the Violent Offender Incarceration and Truth in Sentencing Incentive Grant Program, or Title II of the crime act.

The interim rule and supplemental material discusses federal, state and local partnerships; violent juvenile crime; grants for correctional facilities; comprehensive correctional planning; victim rights and needs; truth in sentencing incentive grants; the FY95 correctional boot camp initiative; and technical assistance, training and evaluation. The deadline for comment is March 7, 1994.

Comments on the boot camp program are requested by the end of December since the program is scheduled to be implemented in January.

While \$24.5 million in construction funds has been appropriated for boot camps in FY95, the remaining correctional provisions of the act are not authorized for appropriation until the beginning of FY96. Title II is authorized at \$7.9 billion from FY95 to FY2000.

Under the crime act, the state is the only authorized applicant for Part II corrections funds. To receive funds, the state must submit a "comprehensive plan" that must be approved by the attorney general. The state is required to appropriately work with counties in developing the state plan and to share funds with counties in implementing the state plan.

A corrections office directly under the assistant attorney general in the Office of Justice Programs has been established to administer the program.

In a letter accompanying the interim rule, Assistant Attorney General Laurie O. Robinson explained that the program is designed "to make both conventional jail and prison space available for the confinement of violent offenders and to ensure that violent offenders remain incarcerated for a substantial period of time. The program, she noted, also "supports assistance to juvenile corrections systems similarly in need of secure facilities to house violent youthful offenders."

Under the proposed rule, states would be given wide flexibility in developing their state plan. According to supplementary information that accompanied the rule, "the statutory assurances are clear in their intent that states are expected to share funds with local units of government in support of effective implementation of the comprehensive plan.

"The comprehensive correctional plan must address how the state has involved local jurisdictions and the plan for sharing funds with local facilities, truth in sentencing and victims' rights issues, and the continuum of correctional options required for adult and juvenile offenders. It must meet the overall goal of incarcerating violent offenders and must convey the options for non-violent offenders that will free up traditional bed space to accomplish that goal."

Comments on the interim rule may be sent to Marlene Beckman at the Office of Justice Programs, 633 Indiana Ave., N.W., 13th Floor, Washington, DC 20531. Further information can also be obtained from the Department of Justice Response Center at 1/800/421-6770 or 202/307-1480.

Contact NACo's Legislative Affairs Department for copies of the interim rule. Draft regulations covering drug courts and domestic violence provisions of the act are expected to be released next week. Please send copies of your comments to Donald Murray, associate legislative director, NACo, 440 First St., N.W., Washington, DC 20002-2080.

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Bankruptcy Reform Act gives counties a break on tax liens

By Thomas C. Ford
Sonoma County, Calif.

County governments can now file liens against the real property of bankrupt debtors for property taxes that come due after the filing of a bankruptcy petition, thanks to a provision in the recently enacted Bankruptcy Reform Act of 1994.

Language in the new act, signed into law Oct. 22, 1994, exempts post-

petition real property taxes from the effect of the automatic stay provision under Section 362 of the Federal Bankruptcy Code.

In general, the filing of a bankruptcy case under either Chapters 7, 11, 12 or 13 creates an automatic stay or restraining order which prohibits virtually all attempts by creditors to collect debts, money claims, recover property in debtor's possession, or to continue any proceedings to enforce a lien against the debtor's property.

This provision of the code had become an increasing problem for local government after the Second, Third and Ninth Circuit Court of Appeals had ruled that post-petition real property tax liens were barred as liens against debtor's property by the automatic stay provisions of the code. These decisions had restricted the ability of local governments to collect post-petition taxes otherwise due and payable with respect to real property owned by a bankrupt debtor.

The new legislation now allows local governments to create or perfect liens against the real property of the debtor for those ad valorem property taxes that come due after the filing of the bankruptcy petition, if the bankruptcy case is filed after the effective date of the legislation, Oct. 22, 1994, thus placing post-petition tax liens beyond the power of the Bankruptcy Court.

Tax collectors can continue to file annual and regular imposition of real

property tax liens on individuals and companies who are utilizing bankruptcy for reorganization or debt avoidance. It is still necessary, however, to obtain the authorization of the Bankruptcy Court to sell or foreclose on real property even though the liens are not affected by the automatic stay.

Congress has affirmed that tax liens arise as a matter of state law, and that as a sovereign, a state has an ever-present interest in real property, and forcing post-petition real property taxes to become subject to the automatic stay had caused severe hardship to local government in forecasting and funding local government activities and responsibilities.

But what of cases that were filed prior to Oct. 22, 1994? With passage of this legislation, Congress has agreed with the concept that local governments have regularly and historically, throughout the country, claimed that post-petition, annually assessed real property taxes constitute a charge property and that debtors, creditors and trustees have concurred with and asserted to that practice.

In response to this claim, many courts have argued that if Congress had intended to exempt local government taxes in the post-petition, they would have detailed this fact in the codes. Congress has now detailed this fact. Therefore, it is this writer's belief that Congress has destroyed the argument used to bypass the sacrosanct privilege of local governments to attach a priority lien to real property for the collection of taxes.

Clearly, this new legislation provides the means of permitting local government immunity from the bankruptcy codes in the post-petition and is a complete indicator that Congress intends to facilitate, not obstruct, enforcement of local property tax laws.

National Bankruptcy Review Commission

Also included in the act, is the creation of the National Bankruptcy Review Commission. This commission will investigate and study issues and problems related to federal bankruptcy codes, and prepare a report, which is to be submitted to Congress, the chief justice of the Supreme Court and the president, which evaluates the advisability of proposals and current arrangements with respect to problems with the current codes. The commission is further instructed to solicit divergent views of all parties concerned with the operation of the bankruptcy system.

The membership of the committee shall be nine members appointed as follows: three members by the president, one member by the president pro tempore of the Senate, one member by the minority leader of the Senate, one member by the speaker of the House of Representatives one member by the minority leader of the House of Representatives, and two members appointed by the chief justice.

(Thomas C. Ford is the assistant tax collector for Sonoma County, Calif.)

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WASHINGTON, DC

WHAT IS IT?

THE AWARDS

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A unique collaboration of industry, government and community leaders, in cooperation with the Clinton Administration's Information Infrastructure Task Force, have created the NII Awards. The Awards will recognize the achievements of those who are using the information highway to improve health, education, entertainment and business competitiveness.

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1995 LEGISLATIVE PRIORITIES

Balanced budget should not shift costs to local taxpayers

TOP SEVEN PRIORITIES

Unfunded Federal Mandates

- Seek and support a provision in the balanced budget amendment to prohibit federal mandates that shift the cost of programs and benefits to state and local governments.
- Seek and support legislation to relieve state and local governments from the burdens of existing and future unfunded federal mandates.
- Seek and support legislative and regulatory reforms to be based on objective scientific assessment of risk to health and safety; and allow flexibility in meeting regulatory requirements.

Welfare Reform, Job Training and Employment

- Develop a comprehensive, simplified welfare reform system that rewards work, strengthens families, and is supported by sufficient federal funding and local flexibility to train people for jobs that promote long-term self-sufficiency.
- Enact legislation that reauthorizes and assures adequate funding for the food stamp and nutrition programs, simplifies program administration, and removes barriers to participation of the needy.
- The legislation must recognize that access to health care, transportation and child care are essential to promoting self-sufficiency.

Infrastructure Development

- Reauthorize and maintain funding for Community Development Block Grants (CDBG) and the HOME Program, continue direct allocation to current CDBG grantees, and maintain local flexibility in defining priorities for CDBG funding.
- Seek and support maximum funding for the Intermodal Surface Transportation Efficiency Act (ISTEA) and oppose use of transportation trust funds to balance the federal budget.

Continued on right column

With the dramatic changes in members and leadership, the 104th Congress presents counties with significant opportunities amid the challenges and pressures of cutting the national deficit and reducing the role of the federal government. Counties across America stand ready to manage these fundamental changes, provided there are sufficient resources and adequate flexibility.

First, Congress must adopt legislation to stop the practice of imposing an unlimited number of unfunded mandates on these governments. Counties cannot continue to assume increased responsibilities without the necessary resources.

The overarching theme of the new congressional leadership is balancing the federal budget by significantly reducing the services provided by the federal government. To accomplish this goal, the leadership's key legislative initiative is a constitutional amendment requiring a balanced federal budget. NACo believes

that in order for a balanced budget to be equitable, all elements of the federal budget must be considered for deficit reduction.

While NACo understands and applauds the goal of achieving a balanced budget, we would oppose shifting the burden of paying for federal programs and services with local property taxes, which would occur if county governments became responsible for these programs. We believe cost shifts such as capping federal entitlement programs will increase state and local payments for programs such as Medicaid and Aid to Families with Dependent Children. America's counties already play an important role in protecting our children and ensuring that parents have the opportunity to provide for their needs.

Therefore, we would strongly urge that any balanced budget amendment include provisions requiring a capital budget and prohibiting federal cost shifts to the state and local level.

Children's Legislation

- Develop legislation to promote collaborative partnerships among all levels of government, school boards, the private sector, communities and parents to provide a coordinated system of service delivery that addresses the full spectrum of children and family needs and parental responsibility.

- Reauthorize and increase funding for the Child Care Development Block Grant and the At-Risk Child Care Program.

- Provide additional federal resources and incentives to increase the effectiveness of child support enforcement efforts.

Fair Labor Standards Act Amendments

- Support legislation to relieve state and local governments from retroactive liability for overtime pay for executive, administrative and professional employees, and revise the standards and regulations for determining who is entitled to overtime pay in the public sector.

Health System Reform

- Support reform that integrates the unique roles of county governments in financing, providing and administering health care. Oppose cost shifts resulting from potential attempts to cap federal expenditures in Medicaid and Medicare. Support state flexibility which involves counties in the planning of state reform initiatives.

AIDS Reauthorization

- Support the reauthorization of the 1990 Ryan White CARE Act. Protect the direct grants given to urban counties with high numbers of AIDS cases and the funding of other titles assisting county health agencies in meeting the needs of persons with HIV/AIDS.

Substance Abuse and Mental Health Reauthorizations

- Support the reauthorization of the Substance Abuse and Mental Health Services Block grants with attention to the role counties assume in the financing and/or delivery of those services.

Employment and Job Training

- Support legislation to consolidate all employment and training programs to create a comprehensive work force development system in partnership with the private sector without shifting costs or cutting needed resources.

Immigration

- Oppose legislative proposals that would eliminate or reduce legal immigrants' eligibility for federal entitlement and discretionary programs.

Endangered Species Act

- Support the reauthorization of a balanced Endangered Species Act, which will provide for protection of threatened and endangered species, while also providing for consideration of the economic and social costs of such actions.

Public Pensions

- Support legislation to simplify Section 415 Tax Code limitations on public employer pension contributions to facilitate state and local compliance.

Mail-Order Sales Tax Collections

- Support federal legislation requiring the collection of state and local sales taxes by catalog and mail-order companies.

Safe Drinking Water Act

- Support legislation that requires a risk-based approach to regulating waterborne contaminants and allows

As Congress considers other legislative initiatives, NACo urges a balanced approach to addressing crime by allowing counties the flexibility to provide programs for prevention as well as punishment. We support appropriate welfare reform, providing people with training and opportunities to work to break the cycle of generational welfare.

NACo and America's counties continue to support those policies and programs that make counties more effective and accountable. To achieve these goals, state and local governments must have a partnership with the federal government that is based on balanced, decentralized decision making, providing equity and adequate funding.

The following are NACo's legislative priorities that are intended to enhance and protect the social and physical infrastructure of our communities without necessarily placing additional property tax burdens on our citizens.

local governments flexibility to implement regulations in a way that protects public health balanced with environmental and economic impact.

Homeless Block Grant

- Authorize a consolidated homeless assistance block grant program and fully fund it at its FY95 appropriations level.

Davis-Bacon Reform

- Support reforms in Davis-Bacon by amending requirements that force state and local governments to pay mandated wages to workers on federally assisted construction projects.

National Highway System

- Support the enactment of the 159,000-mile National Highway System by Sept. 30, 1995.

Telecommunications

- Ensure a role for local government in telecommunications reform and support the payments to local governments by telecommunications providers for the use of public rights-of-way.

County Government Postal Rates

- Support legislation to allow the U.S. Postal Service to provide "Not-for-Profit" postal rates for specified county government mailings.

RS2477 Rights-of-Way

- Support legislation which opposes Bureau of Land Management regulations on RS2477 Rights-of-Way, as were proposed in August 1994, and requests that such regulations be withdrawn.

- Support legislative efforts to retain existing law as it relates to RS2477 Rights-of-Way, which retain county authority to identify such rights-of-way.

TOP SEVEN PRIORITIES

- Seek and support legislation to simplify current tax-exempt bond statutes that restrict the ability of counties to finance roads, jails, hospitals, solid waste projects and other public facilities.

Anti-Crime Legislation

- Seek and support a balanced funding approach in implementing the Violent Crime Control and Law Enforcement Act of 1994 - emphasizing prevention, punishment, the needs of victims, creative sentencing and management systems, and reimbursement to counties for the costs associated with indigent defense, prosecution and confinement of undocumented individuals.
- Regulations should provide incentives to promote city-county and state-county collaboration. They should also encourage the active input and involvement of state associations of counties in the implementation process.
- The U.S. government should re-evaluate its policies with respect to countries that are known suppliers of illegal drugs.

Rural Development

- Seek and support rural development, agricultural and natural resources provisions in 1995 farm legislation that enhances rural economic development and addresses the unique needs of people living in rural counties.

Waste Flow Control

- Seek and support legislation to authorize local governments to direct the flow of municipal solid waste to designated facilities.

Payments-In-Lieu-of-Taxes Funding

- Seek and support increased funding levels authorized by Public Law 103-379 for the Payments-In-Lieu-of-Taxes (PILT) Program, which are used to offset costs incurred by counties for services provided to the users of the public lands and to federal employees and their families.

Katie Dixon: A Personal Memoir

Longtime NACo leader retiring after 20 years of public service

By Nancy R. Bartlit
past WON president

"How do you hold a moonbeam in your hands?" asks the Reverend Mother about the young novice Maria who has boundless energy in the beloved musical, "The Sound of Music."

Katie Dixon is another Maria. If the Reverend Mother knew her, she would sing, "How do you hold a sunbeam in your hands?" Katie lights up the lives of people surrounding her through her boundless energy which moves like a spotlight from one board meeting to another, one city conference to another, one charity event to another, and now one grandchild to another.

After 20 years of public service as the Republican party top vote-getter, Katie Dixon, Salt Lake County (Utah) recorder and NACo Board member, will retire Dec. 31. She wants to share more of her energy with her grandchildren ages two, three, four, five and six living in Alaska, New Mexico and Virginia.

Running for the first time in 1974 as a single woman, head-of-household, Katie was the only Republican to unseat a Democrat in a year of a Democratic landslide. She cut her teeth at political functions in Cache County, Utah, where her father was a county and city commissioner. She became an active party member, chairing events and managing campaigns of those who needed her support.

Once in office, Katie introduced a permanent land parcel identification (numbering) system, which brought all of the county's departments into conformity for identifying property. Katie also served for 12 years on the board of the Interna-

tional Institute for Land, becoming its only woman president. Her professional expertise was recognized in her appointment to serve as a panelist to evaluate U.S. Standard Licenses and Certificates.

Katie's volunteer and professional contributions rival one another. In addition to her participation in the Utah Association of Counties, she serves on three boards of Utah higher education; on boards for child care, child dance, retarded citizens, art advisory, opera, symphony, theater and historic records; and raises funds for many charities, including the American Lung Association.

Because there were no other elected women with an office, many voters came to her for help. She

Technical College "Distinguished Service Award," and the "A" and "Alumnus of the Year Award" from Utah State University. She's listed in *Who's Who in America*.

NACo has been high among Katie's loves where her boundless energy and veteran campaigning skills have promoted leaders from all over the country. She attended all of the NACo winter and annual conferences and WIR annual meetings. She was named "Clerk/Recorder of the Year" by the National Association of County Recorders and Clerks, a group she has presided over and represented on the NACo Board for one year of her 12-year board service.

Katie co-founded, presided over and guided WON, NACo's

Running for the first time in 1974 as a single woman, head-of-household, Katie was the only Republican to unseat a Democrat in a year of a Democratic landslide.

founded the National Women's Education Fund that held workshops for women in office and paired them with women in business. She belongs to the prestigious International Women's Forum, Utah Women's International Connection, Leadership America, Women's Political Caucus, Professional Republican Women and Women Officials in NACo (WON).

In the summer of 1993, the Salt Lake Community College honored Katie with an honorary "Doctor of Humane Letters" and the "Katie Dixon Scholarship for Early Childhood Development."

For Katie's community contributions, she has received more than 15 major awards, notably the Utah

women's caucus. That's where I met Katie and how I learned of her marvelous gift of promoting others to be their best, encouraging them to go for the goal.

Examples include her former WON vice chairs, now Texas Governor Ann Richards (D) and North Carolina Congresswoman Eva Clayton (D).

Katie writes an average of eight letters a week recommending women for appointments to boards, regardless of political party.

Applying WON's goals to encourage women to strive for leadership positions on NACo's steering committees, board of directors and even as NACo president, Katie has made a difference. As Nominating



Photo by David Hathcox

Katie Dixon
Salt Lake County (Utah) recorder

Committee Chair, she is always looking for new talent.

NACo presidents, both male and female, had Katie on their campaign teams: Roy Orr (D), Jim Snyder (R), Harvey Ruvin (D), John Horsley (D), Sandra Smoley (R), Anne Klinger (D), Kaye Braaten (I), John H. Stroger, Jr. (D), Barbara Sheen Todd (R), Randy Franke (R), Douglas Bovin (D), Michael Hightower (D) and Randy Johnson (R). She obviously knew how to count convention delegate votes.

Although many wanted her to run for NACo president herself, she was not a commissioner. Sharp presidents appointed her to important committees or asked her to represent NACo with outside organizations. Roy Orr invited her to join the NACo Study Mission Tour of the People's Republic of China in 1981. Former NACo President Barbara Sheen Todd assigned her to the NACo team to Israel last February as guests of Project Interchange and the Embassy of Israel.

Commissioner Todd asserts, "She is one of the most wonderful people I have met in my life. I've had best friends before, but to Katie, friendship is a commitment."

Her other NACo contributions

include membership on the Building Committee concerning NACo headquarters, Committee on the Future (1980-81), Community Development Steering Committee (1980-85), Health Steering Committee (1990-94), Focus Group on Information Technology Committee (1992-93), NACoNET (1992-94), serving as vice chairman of the Program and Services Committee (1993-94), and chairing the Credentials Committee for the 1994 Las Vegas NACo Annual Conference.

Katie loves to dress in red. "It's a good campaign color," she admits, "because it is very noticeable in a room of people." We've asked Katie to write a book about campaigning or to become a consultant, but she wants her free time. She flew down to Pinellas County to assist Commissioner Todd in her first run for lieutenant governor of Florida. She'll be back at Barbara's side, or the side of any other friend aspiring to higher office, whenever asked. I wouldn't be surprised if she brings along a grandchild, a la her dad.

(Bartlit is also a former chairwoman of the Los Alamos County (N.M.) Council and former NACo Air Quality Subcommittee chair.)

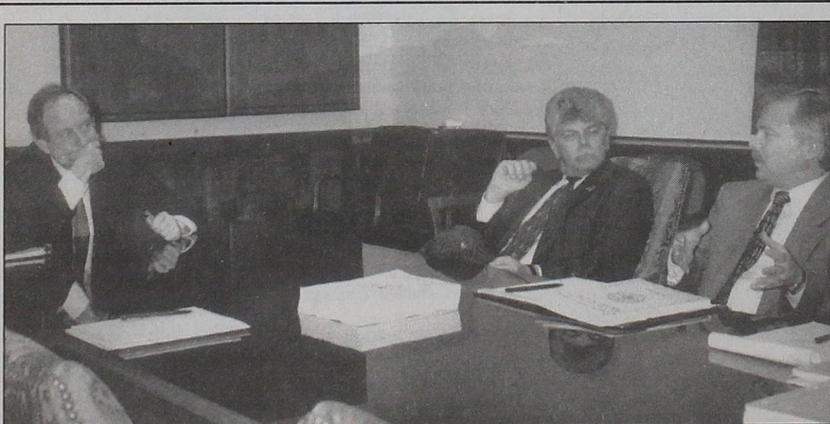


Photo by Susan D. Grubb

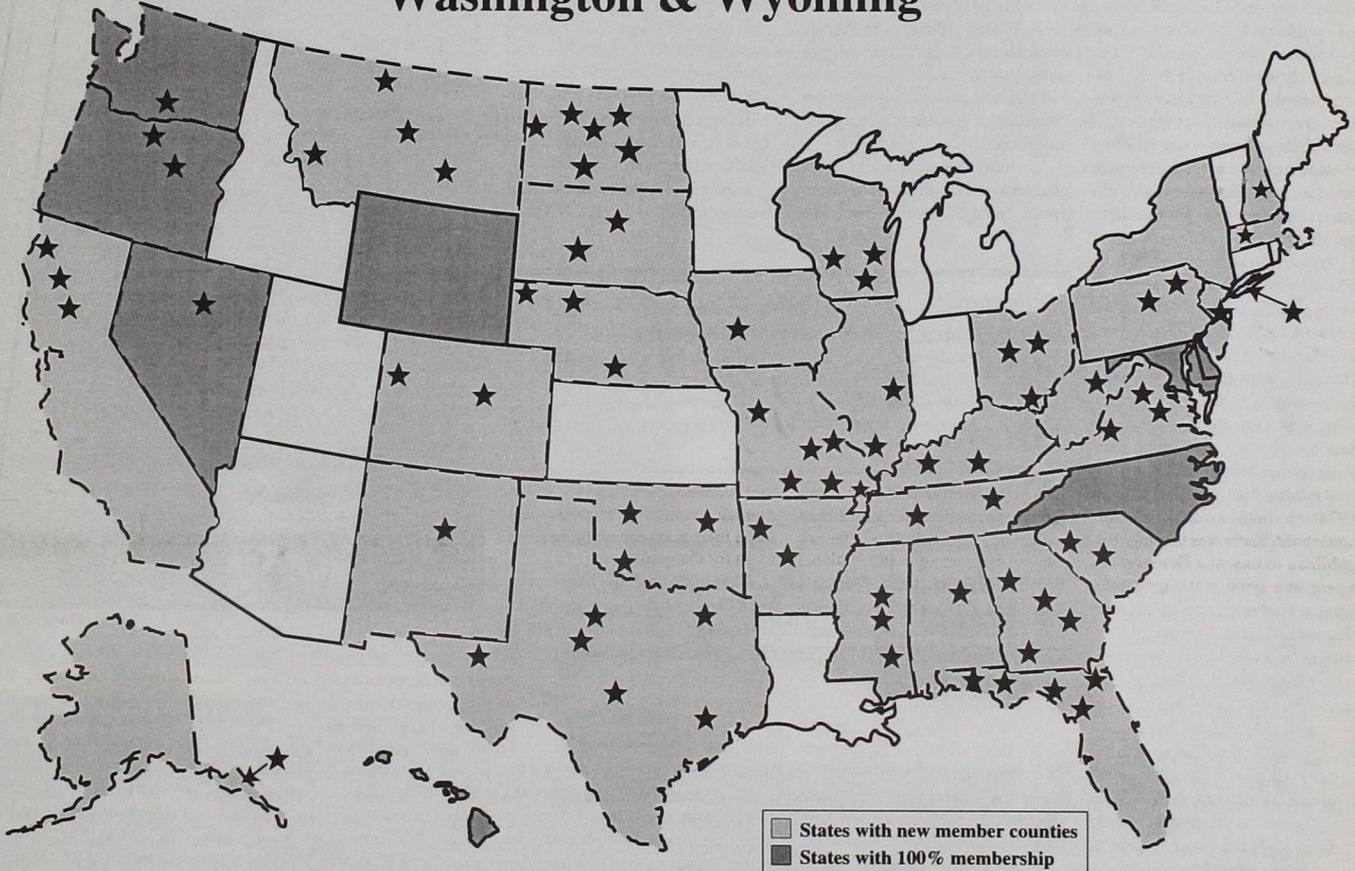
Dane County (Wis.) Executive Rick Phelps (r) shares his concern over local control of federal dollars in the crime act with John Schmidt, associate attorney general (l), at the Justice Department, Dec. 6, as Summit County (Ohio) Executive Tim Davis listens. The meeting was part of a two-day conference of the National Council of Elected County Executives (NCECE) in Washington. Davis is president of NCECE; Phelps is first vice president.

NACo welcomes 81 new member counties that joined between January and November 1994

Thank you for becoming part of the NACo family

We also thank our 100% membership states:

Delaware, Hawaii, Maryland, North Carolina, Nevada, Oregon, Washington & Wyoming



Alabama Talladega	Kentucky Daviess Pulaski	New Mexico San Miguel	South Dakota Haakon Hand
Alaska Juneau	Massachusetts Hampshire	Nevada Eureka	Tennessee Perry Wilson
Arkansas Crawford Pulaski	Mississippi Montgomery Perry Rankin	New York Nassau	Texas Jones Loving Marion Mason McCulloch Waller
California Del Norte Tehama Trinity	Missouri Clinton Iron Ozark Reynolds Scott Washington	North Dakota Benson Mountrail Oliver Ward Wells Williams	Virginia Craig Rappahannock Westmoreland
Colorado Elbert Mesa	Montana Beaverhead Cascade Stillwater Toole	Ohio Delaware Lawrence Richland	Washington Klickitat
Florida Alachua Gulf Liberty Marion Nassau	Nebraska Cherry Harlan Sioux	Oklahoma Blaine Jackson Wagoner	West Virginia Tucker
Georgia Bulloch Laurens Mitchell Paulding	New Hampshire Strafford	Oregon Gilliam Wheeler	Wisconsin La Crosse Outagamie Waukesha
Illinois Iroquois Union	New Jersey Camden	Pennsylvania Huntingdon Susquehanna	
Iowa Crawford		South Carolina Anderson Calhoun	

County Courthouse Photo Contest Winners

With more than 300 entries from 133 counties, the judging wasn't easy in the County Courthouse Photo Contest, but at last, the results are in.

Shelby County, Tenn.; Caroline County, Md.; and Oswego County, N.Y. won the grand prize designation for their categories: Shelby County in the "Black and White" category, Caroline County in the "Seasons" category, and Oswego County in the "Color" category. (All prize winning photos are featured on pages 11-13.)

In addition, nine counties captured distinguished honors: Ramsey County, Minn., Thomas County, Kan. and Cuyahoga County, Ohio for the "Black and White" field; Fayette County, Ga., Benton County, Ore. and Calvert County, Md. in the "Seasons" group; and San Bernardino County, Calif., Livingston County, Mich. and Burlington County, N.J. in the "Color" category.

Also recognized were six additional entries from the "Color" category, which the judges believed merited special attention.



(See page 13 for the "Honorable Mention" list.)

Grand prize winners will receive two complimentary registrations to the 1995 NACo conference of their choice, while the distinguished winners receive one free registration to NACo's 1995 Annual Conference in Fulton County (Atlanta), Ga.

Entries were judged on photo quality, creativity and visual interest. Judges included: Mary Bewig, NACo research associate; Cynthia Feathersen, NACo membership director; Tom Goodman, NACo public affairs director; Larry Naake, NACo executive director; Jay Sevidal, NACo graphic artist; and Beverly Schlotterbeck, *County News* editor.



(l-r) Cook County (Ill.) Circuit Judge John Rogers swears in former NACo President John H. Stroger as president of the Cook County Board of Commissioners, while Stroger's wife, Yannie, looks on. Hundreds of Cook County residents braved the cold and rainy weather, on Dec. 5, to witness the swearing-in ceremony and hear Stroger's inaugural speech which highlighted fighting crime, improving health services and promoting efficiency in county government. NACo Second Vice President Michael Hightower, commissioner, Fulton County, Ga., and Larry Jones, NACo associate legislative director, attended on behalf of NACo.

INVESTMENT from page 1

ago, that Orange County's investment losses had reached \$1.5 billion. Orange County's financial crisis has highlighted the concern that county officials across the country have felt and expressed regarding the security of invested public funds.

"In any investment strategy or transaction, confidence is the crucial element," said NACo President Randy Franke. "NACo is aiming to help restore confidence: confidence in county governments by financial markets; confidence the public has in government; and confidence

"The financial crisis in Orange County has brought the issue to a new awareness for both public officials and our constituents."

*Randy Franke
NACo president*

by county officials, themselves, in the available investment strategies."

Franke said, "The security of all invested public funds has always been and continues to be a

primary concern of all public officials. The financial crisis in Orange County has brought the issue to a new awareness for both public officials and our constituents."

The intent of the Financial Services Center (FSC), which has been developed over the last 18 months, is to work with county governments to find creative solutions to their financial problems by developing new, less expensive, and better quality financial products and services. An essential ingredient of the FSC will be an education component for county officials.

"Discussions with our membership, including targeted surveys and regional focus groups, have made it clear to us that county officials are looking for a place to turn to for solid and objective financial advice," said Doug Bovin, NACo first vice president.

The task force will be comprised of knowledgeable financial experts from county government, the private sector and

the financial services center. It will be charged with analyzing the procedures and practices currently utilized by counties in the investment of public funds, particularly those which have been demonstrated to positively or negatively impact the security of public funds. The task force will prepare a report by March 1995 that will describe the practices and procedures best able to provide for the security of public funds and sound liquidity, and also a good return on investment.

The report will be used by the FSC to create products and services that are recommended and also "to give to county officials what they so adamantly desire: education about financial products that are truly in the interest of the county, that add value to their county's financial strategy, and that are safe and liquid," according to Bovin.

The task force also will assist NACo's leadership in responding to any proposed action by Congress, federal regulators or their state counterparts to restrict or regulate the investment of public funds.

"This is not the time to hastily enact legislative or regulatory change," Franke said. "This is a time for fact finding and analysis. The events leading to this financial loss were complex and should be thoroughly understood prior to any addi-

tional regulatory action. At this time, we still believe the situation in Orange County is an isolated case."

NACo has offered to help Orange County in any appropriate and suitable manner, Franke said. The association will provide advice, assistance and support, as well as an independent analysis of its financial situation if the county would like it.

In addition to the task force and financial hotline, NACo is enlisting the aid of professional financial advisors to deliver educational seminars and produce written materials to help county officials avoid investment problems, and will monitor and represent counties to national regulators and Congress.

NACo's partner in the FSC, which was officially created in July, is the Davenport-Pitts Group, a progressive financial services provider. Steve Swendiman, executive director of the California State Association of Counties, was recently hired as managing director of FSC and will begin in that post in January.

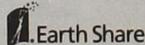
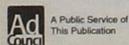
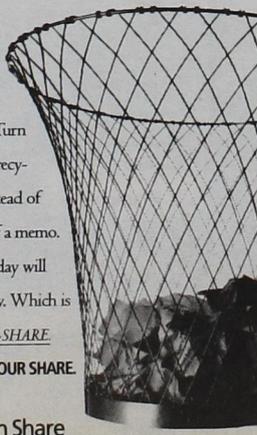
The products and services the FSC will offer include investment alternatives to achieve better returns on treasury funds, less expensive and more comprehensive bond insurance coverage, enhanced banking services for county employees, and traditional consulting and educational services.

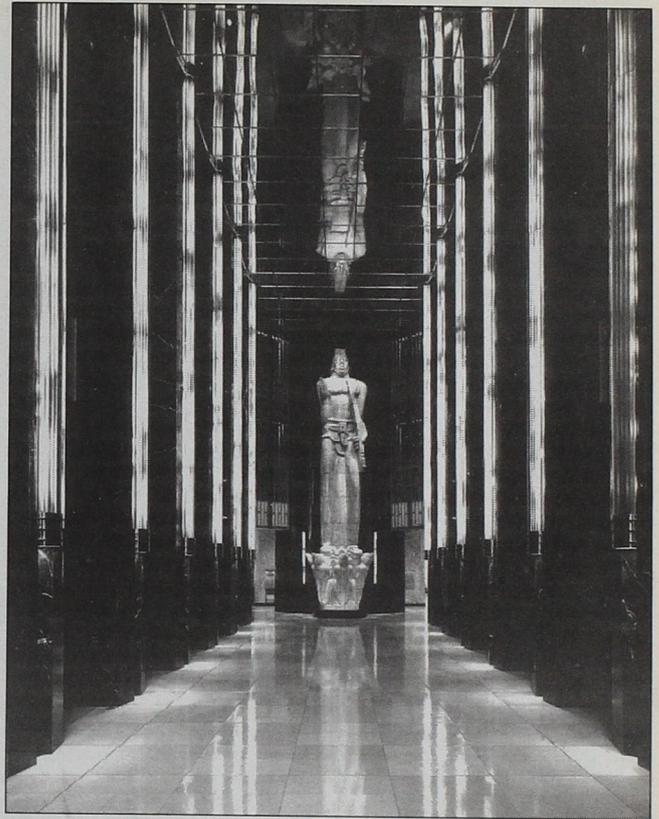
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The office has always been a place to get ahead. Unfortunately, it's also a place where natural resources can fall behind. So here are some easy ways to reduce waste at the office. Turn off your lights when you leave. Help set up a recycling program. Try drinking out of a mug instead of throwaway cups. And always use both sides of a memo. It'll cut down on trash. Doing these things today will help save resources for tomorrow. Which is truly a job well done. 1-800-MY-SHARE.



IT'S A CONNECTED WORLD. DO YOUR SHARE.



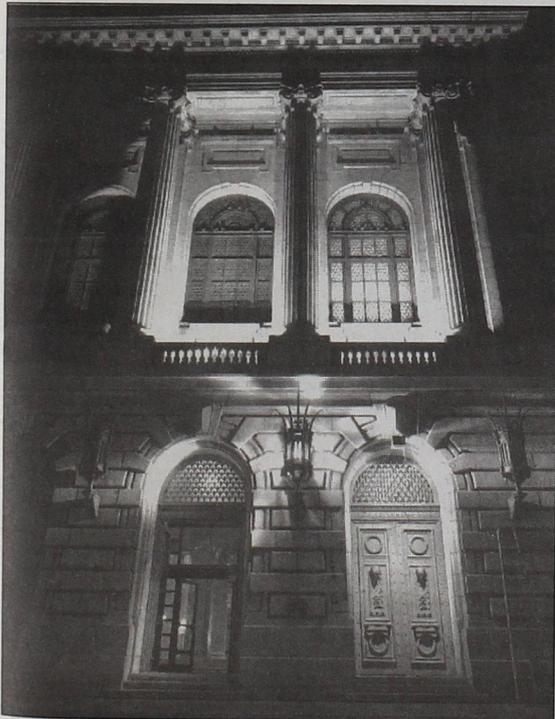


Distinguished — Ramsey County, Minn.
Dedicated in 1932

Photographer: George Heinrich
(Memorial Hall of the Ramsey County Courthouse/St. Paul City Hall)

Grand Prize — Shelby County, Tenn.
Dedicated in 1910

Photographer: Mike Evans



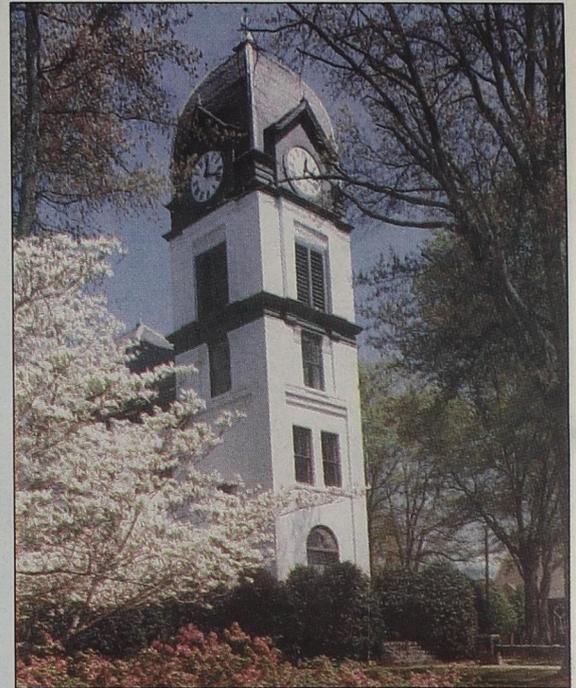
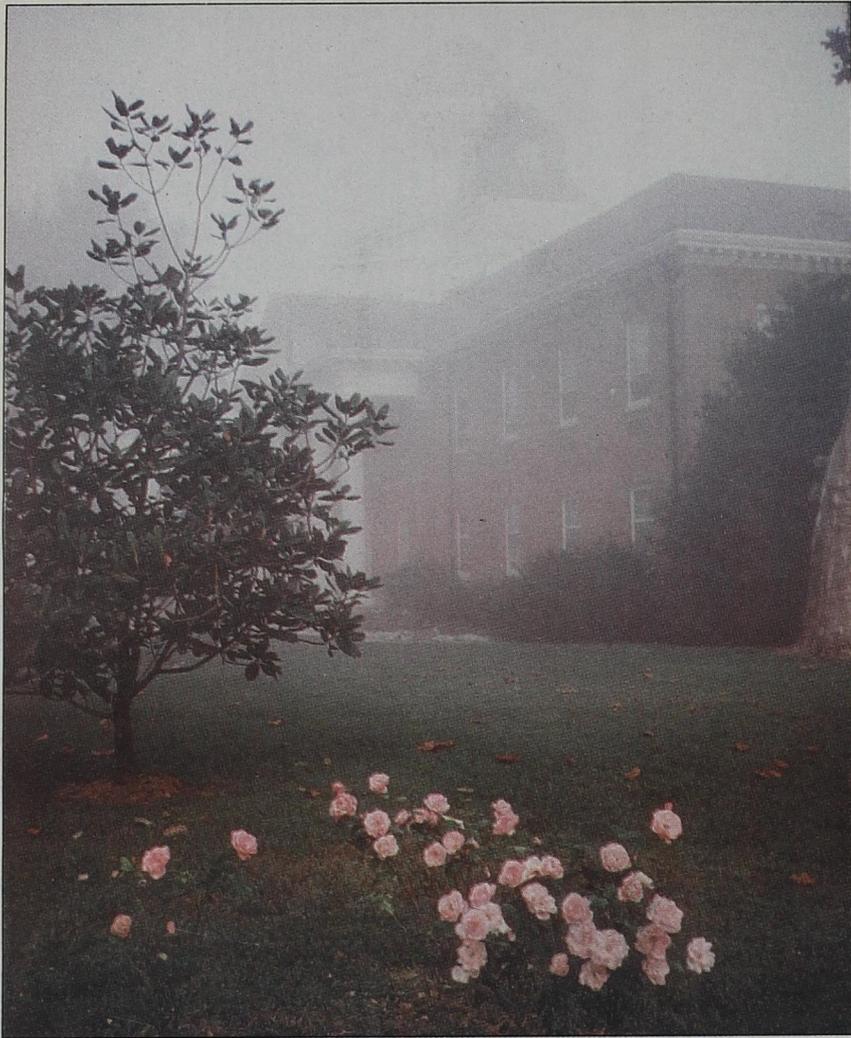
Distinguished — Cuyahoga County, Ohio
Dedicated in 1912

Source: The Western Reserve Historical Society
(Facade of the Cuyahoga County Courthouse)



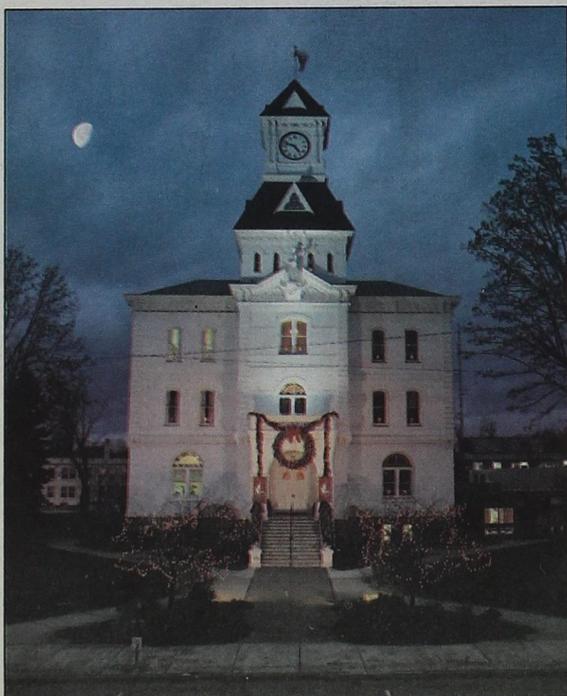
Distinguished — Thomas County, Kan.
Dedicated in 1906

Photographer: Doyle Saddler



Distinguished — Fayette County, Ga. (Spring)
Dedicated in 1825
Photographer: Eric Hoover
(Oldest County Courthouse in Georgia)

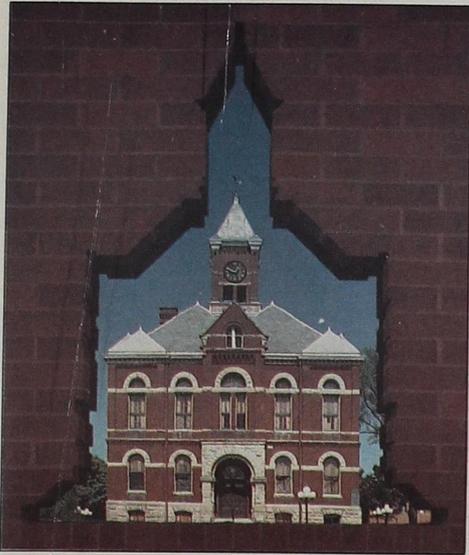
Grand Prize — Caroline County, Md. (Summer)
Dedicated in 1895
Photographer: Carol Stockley



Distinguished — Benton County, Ore. (Winter)
Dedicated in 1888
Photographer: Gene Warneke



Distinguished — Calvert County, Md. (Fall)
Dedicated in 1915
Photographer: Michael Shisler



Distinguished — Livingston County, Mich.
Dedicated in 1890

Photographer: Balthazar Korab Ltd.
(Listed in the National Register of Historic Places)



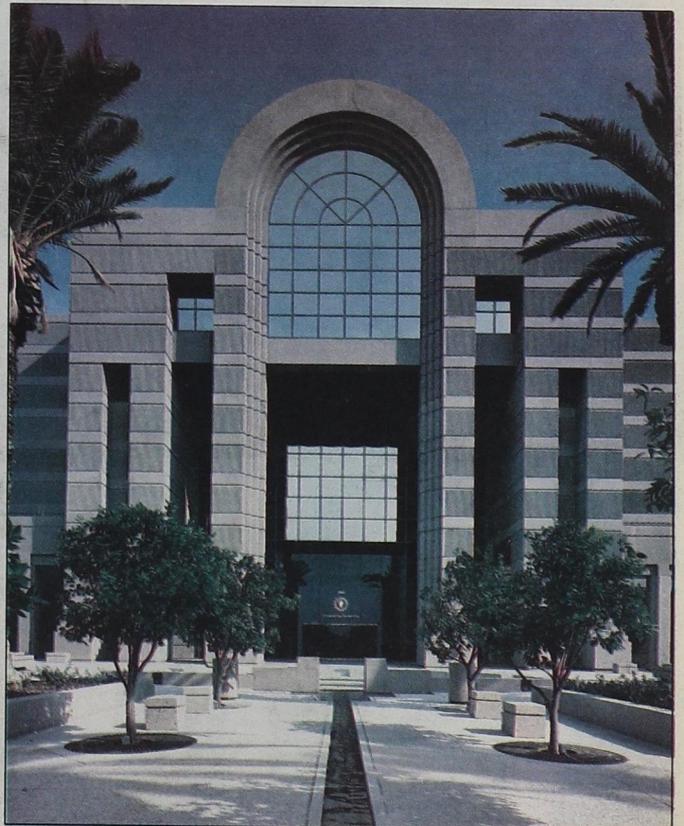
Grand Prize — Oswego County, N.Y.
Dedicated in 1858

Photographer: Philip R. Church



Distinguished — Burlington County, N.J.
Rededicated in 1993

Photographer: Tom Crane
(Interior of the Burlington County Olde Courthouse)



Distinguished — San Bernardino County, Calif.
Dedicated in 1984

Photographer: Joe Locke

HONORABLE MENTIONS

Sioux County, Iowa
Photographer: Katy Hansen
(Featured on the cover of NACo's 1994-95
American County Platform & Resolutions book)

Ramsey County, Minn.
Photographer: George Heinrich
Gloucester County, N.J.
Photographer: Tom Crane

Washington County, Minn.
Photographer: Lyle C. Doerr
Santa Clara County, Calif.
Photographer: Gene Warneke

Dakota County, Minn.
Photographer: George Heinrich



Everyone needs access to information

"As a representative of the people in my county, I don't have time to learn how to use our computer system. There's never enough time to just take care of the business at hand." Sound familiar?

Our world is advancing so rapidly that no one can keep current with everything. Technology itself is mind-boggling. It is almost impossible to talk about "state-of-the-art" because it changes so rapidly. Trying to buy computer equipment that will not be obsolete in 60 days is a challenge.

For the most part, however, the integration of computers into the workplace has occurred. Many application systems have been developed, allowing entry of important business and operational information.

At the same time, on-line and network systems are allowing communication not only throughout a county but also around the world. With the right equipment,

a little knowledge and an inquisitive nature, the world is available to anyone willing to invest a little time in exploration.

As a result, local government constituents are getting smarter and demanding more access to government data. They know what is available commercially or through Internet and want similar public access to federal, state and county information. They want to communicate with government officials, forcing government to be less foreboding and more responsive to the individual citizen.

But how do we make the transition? How can we change our normal ways of doing business to productively utilize the capabilities that now are available? Is there too much to learn? Won't it take too long?

To get started, we just need to take that first step. We need to say, "I am going to see what this computer stuff is all about" or "I

am going to ask someone (a friend, colleague or technical staff) to show me what I can do on the computer."

If we take that first step, we find ourselves amazed at how simple the computer can be to use and what a wealth of information we can have at our fingertips. We won't magically be transformed into a guru overnight, but regardless of where we begin, we can learn something useful each time we ask a question or try something new and we aren't alone.

A myriad of educational tools and seminars have developed in response to the need to learn about computers and technology. There are videotapes, computer-based training programs, self-paced courses, vendor classes, continuing education courses at colleges and universities, trade shows, and technical seminars.

Conferences also provide a setting conducive to promoting technology learning. Many organiza-

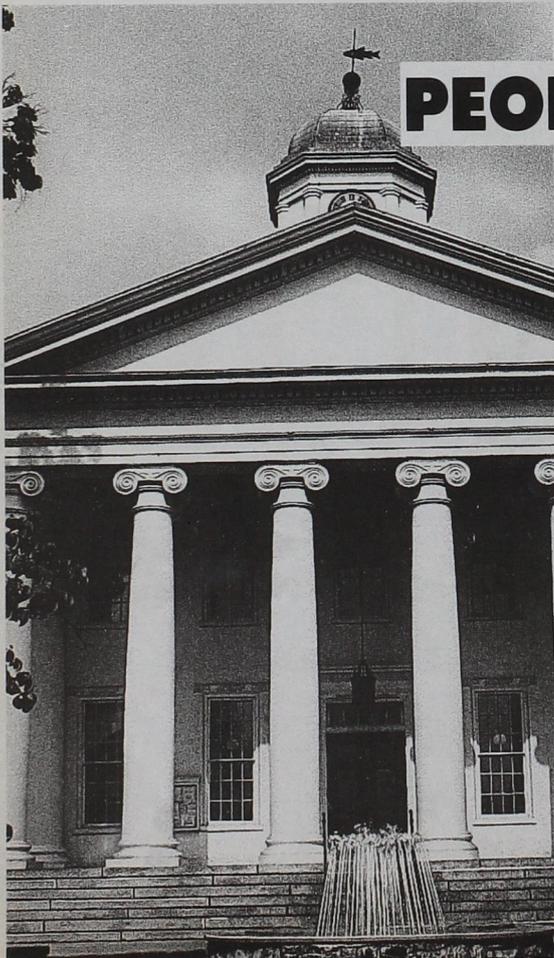
tions routinely hold meetings to discuss issues and trends in their areas of expertise. What better forum than a group of peers to share and exchange information on those technical tools and capabilities that are designed for a particular group or interest area? If a technology focus develops within the regular meetings of an affiliate group or committee, participants will be more inclined to experiment and learn, comfortably sharing the experience with their peers.

NACO's regular meetings and affiliate organizations offer an opportunity to focus on technology issues. Even if only a few minutes of time initially is allocated, the time spent dedicated to technology will stimulate further interest. In fact, technology in a variety of forms soon will become an integral part of all types of meetings. To ease the transition, small introductory seminars or training sessions could be scheduled to

help NACO members understand relevant topics. As an alternative, the NACoNET playground provides folks at any skill level the opportunity to try or experiment with a variety of technologies and systems.

We all need access to information. We all need more effective communications. We all need to challenge ourselves. Regardless of our responsibilities, technology can serve as a tool to improve our lives and better serve our county constituents. Regardless of our level of technological sophistication, we each could benefit by taking that first step to new discoveries and services.

(For assistance, please call the NACoNET toll-free number, 1/800/551-2323. Any comments, questions or suggestions for future topics of this column can be sent to: Technology News, c/o County News, 440 First St., N.W., Washington, DC 20001, or fax to: 202/737-0480.)



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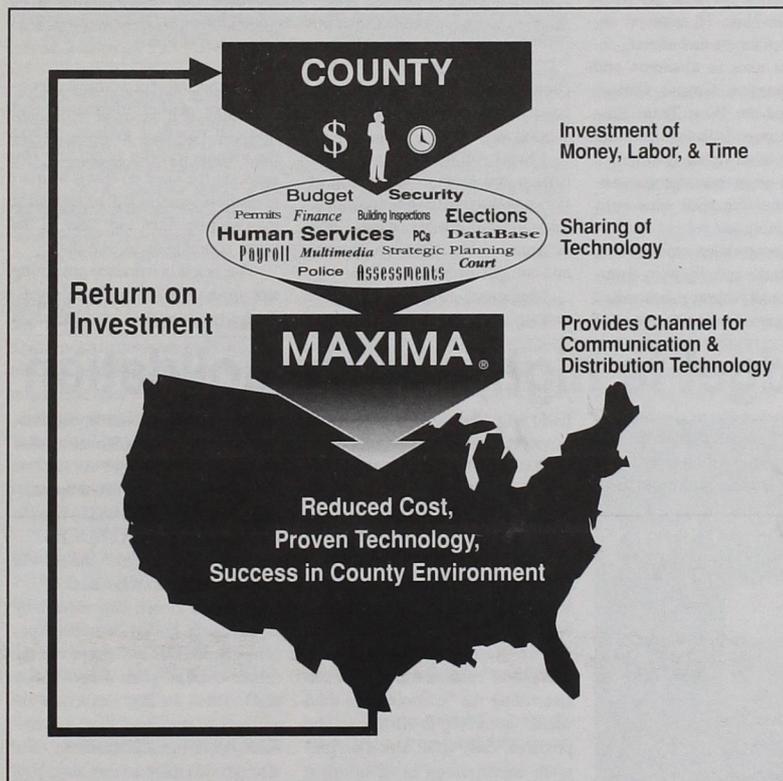
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National Association of Counties' 23rd Annual EMPLOYMENT POLICY & HUMAN SERVICES CONFERENCE

Six states launch one-stop employment service systems

By Richard Sayre
research associate
for communications

The integration of job training and employment services — a hot topic among the Republicans who now control Congress — is about to be tested in the real world in Texas and five other states. Conference participants got a preview of those states' efforts during Monday's concurrent general session on "Creating One-Stop Systems — The View from Washington and State Capitols."

Texas got the jump on the growing consolidation trend in 1993 when its legislature created the Council on Workforce and Economic Competitiveness and gave it the task of building an integrated work force development system. Texas received a boost last Oct. 31 when the Depart-

ment of Labor (DOL) gave the state a \$5 million grant to help implement its plans. The award to Texas was the largest of the state grants; five other winners shared \$16.5 million.

"We were more than a year into the integration process when DOL issued the one-stop grants," noted Cynthia Mugerauer, the council's deputy director for strategic planning, at the Nov. 21 seminar. By then, state planners had already selected pilot sites in Cameron and Tarrant counties, Corpus Christi, Killen, and the West Texas Panhandle region, and released planning grants to another seven areas.

The one-stop centers being established at the five pilot sites must include training and related services such as labor market information, common intake and eligibility determination for all programs, individual service strategies and assessments of

"The DOL grant will be used mainly for state-level work, especially for a project to connect labor market information and financial reporting systems among the various training programs."

Cynthia Mugerauer
deputy director for strategic planning
Council on Workforce and Economic Competitiveness

clients' needs, case management and counseling, referral for services, and support services.

Clients will have access to information and services at existing offices and through user-friendly computer kiosks at several locations, public access cable television channels and computer bulletin boards.

Mugerauer said the DOL grant will be used mainly for state-level

work, especially for a project to connect labor market information and financial reporting systems among the various training programs. The software the state develops to integrate these systems will be applied at the five pilot sites and, later, at the seven planning areas, she said.

The Texas law revised governing structures at the state and local levels. At the local level, it established 29

work force development areas that are responsible for planning, oversight, implementation and evaluation of one-stop service delivery.

The 29 areas largely follow service delivery area boundaries established under the Job Training Partnership Act (JTPA), with one exception: the work force development areas cannot be smaller than a county. That is encouraging the consolidation of operations in several of the states' most populous counties, Mugerauer noted. The work force development areas seek to consolidate advisory councils at the local level, she added.

All of DOL's grant winners had to meet four basic standards, stated Ann Cole, a Labor Department manpower development specialist from Region VI. First, grantees must guarantee universality, meaning that all clients will have access to a list of core training services. Clients, or customers in the one-stop jargon, also must have a choice in how they access available services and in which services they choose. Third, one-stop centers must have an integrated system design that joins all DOL training programs at a minimum. Preferably, the Job Opportunities and Basic Skills and training programs sponsored by the Department of Housing and Urban Development will be included, too, Cole said. Finally, the centers must be outcome-based, performance-driven systems that use surveys and other methods to measure performance and accountability, she added.

A second round of one-stop grants will be launched on Jan. 15, 1995, when a new grant solicitation will be released, Cole told the seminar. States will have 60 days to respond. A total of \$120 million is available for one-stop grants in FY95, though not all of that will be awarded to states. Some of the money will be used by the national office and other funds will be used to boost labor market information systems, Cole explained.

Mugerauer had some advice for states and counties planning to implement one-stop systems. "State legislation is needed as a base to describe the one-stop system and the relationships within the system," she said. "You also need a state-level council [like the one developed in Texas] to guide the system. Then you need an intense awareness and informational effort to help everyone affected understand what's going on, why it's going on, and how it affects them and their programs."

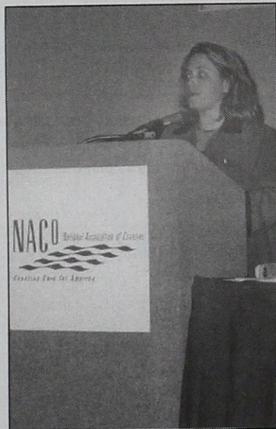
The process involves ups and downs for every system, she warned. Building a new system involves sacrifice and some bureaucracies are asked to do things that they haven't done before.

President's budget to highlight consolidation

By Jill Conley
staff writer

"One of the most important things to keep in mind about the recent election is the number of new members who are coming to Washington with no government background," a top Department of Labor (DOL) official told conference delegates at the Nov. 20 luncheon. "It is critical for us to educate these newly elected officials about the programs you run and the public-private partnerships that do exist."

With a balanced budget amendment at the top of the new Congress' agenda, Nancy Kirshner, director of DOL's Office of Intergovernmental Affairs, went on to explain that federal job training programs are likely to face budget cuts in the upcoming



Nancy Kirshner, director of DOL's Office of Intergovernmental Affairs, addresses the Delegate Luncheon, Nov. 20.

fiscal year. She also told delegates to expect the president's budget to focus on consolidation of programs and stronger federal, state and local partnerships.

"Consolidation of programs is on the fast track at the White House," she said. "And President Clinton wants to be driving the train, not dragged behind it."

The Republicans, who have pledged to balance the budget, are also riding the "consolidation tidal wave," according to Kirshner. She predicted early GOP action on program consolidation in an effort to save money by reducing administrative costs.

Kirshner also told delegates to prepare themselves for a Congress that does business in a new way. For example, the president's State of the Union address has been traditionally

scheduled in late January, right before the new congressional session began.

This year, however, House Speaker-elect Newt Gingrich (R-Ga.) has announced that he wants Congress to start work on Jan. 4. "Gingrich can and will set the agenda," Kirshner said.

Kirshner closed her address by encouraging NACo members to position themselves in the center of the debate over program consolidation and to stress the many excellent examples of state and local governments working collaboratively. She also advised them to stay abreast of policy deliberations as they pick up pace.

"There are lots of policy debates going on right now. And the debates change rapidly," she said. "So, it's important to remember that what I say today may not be true next week."

Wilkins calls for welfare reform to focus on jobs

By Jill Conley
staff writer

Pulitzer Prize-winning journalist Roger Wilkins called for reform efforts that face welfare and poverty honestly and don't pit whites against blacks in an address at the conference awards banquet, Nov. 21. Wilkins, an assistant attorney general during the Johnson Administration, is currently a professor of American history at George Mason University in Virginia.

"In recent years, a lot of white males have lost their jobs," Wilkins said. "The economy's not working for them anymore. And they're angry and prone to blame social programs, like affirmative action."

"The truth is that a certain seg-

ment of our population is being squeezed, becoming redundant in the information-based economy," he continued, "and they're going to tear at each others' throats unless we face these issues honestly."

In the late 1960s, the nation's unemployment rate was 6.4 percent. Unemployment among blacks was 6.9 percent — better than it has ever been. But, in 1973, Wilkins explained, "the economy hit the wall and middle-class wages stagnated." Since then, there has been a modest decline in middle-class wages, while wages for unskilled workers have actually dropped — but, more severely for blacks than for whites. In fact, 28 percent of black American males have experienced a decline in wages over the last 20 years.

In addition, black Americans have suffered double-digit unemployment every year since 1973. While the nation's unemployment rate is currently 5.8 percent, the unemployment rate among blacks is 11.3 percent.

"Black unemployment has never gotten down to within two percent of the highest white unemployment," Wilkins explained, adding, "The poorest segment of the black population has been in a perpetual depression for the last two decades."

Joblessness, which leads to welfare, takes a huge toll on the health of families, said Wilkins. "We can't have families without jobs," he said.

"I have never seen a public program do for a child what a functional family can provide," said Wilkins, "and I believe too few American

children are growing up with the nurturing and attention they need."

According to Wilkins, the way America approaches welfare is "wrong." Sharing his personal experience as a Cuyahoga County, Ohio, welfare worker in the 1950s, he said, "I wanted desperately to get the people in my caseload off welfare and into jobs, but there was very little motivation in the system to make it happen."

Wilkins concluded his remarks by asking local officials to keep families and their need for employment in mind as the nation moves forward with welfare reform.

"We need to deal with these issues honestly. Lots of your constituents are hurting and afraid," he said. "We need policies that take care of all of our people."

National Association of Counties' 23rd Annual EMPLOYMENT POLICY & HUMAN SERVICES CONFERENCE

Women overlooked in high-tech training

By Jill Conley
staff writer

Advocates of programs that prepare women for careers in fields where women are underrepresented — for example, high-tech occupations — believe that such training can keep women off the welfare rosters. The logic is easy to follow: Those jobs pay better wages, eliminating obstacles to employment, such as the high cost of child care.

But, according to Evelyn Faye Smith, administrator of the Department of Labor's Women's Bureau in Region VI, the recruitment and retention of women in non-traditional training and awareness of the special issues involved in such training all "still need to be preached to JTPA [Job Training Partnership Act] operators."

Even with passage of the Non-Traditional Employment for Women Act, she says, non-traditional haven't become a priority in the job training community. Smith, a speaker at the workshop entitled "An Update: Initiatives and Opportunities for Women in Non-Traditional Jobs," outlined some of the challenges to meeting the goals of the legislation.

"The JTPA system doesn't encourage non-traditional training and placement of women," she said. "Private industry councils [PICs] and service delivery areas [SDAs] don't see it as a priority."

Smith argued that there are no real incentives to provide such programs under JTPA. And while language pertaining to non-traditional



Photo by Jill Conley

Evelyn Faye Smith, administrator of the Department of Labor's Women's Bureau in Region VI, updates conference delegates on the status of non-traditional training programs for women. Seated (l-r) are: Katherine Buckovetz, division director, San Joaquin County (Calif.) SDA, who also spoke at the workshop, and Sue Mohr, director, Montana CEP, and member, NACTEP Board of Directors, who moderated the session.

training for women was added to the September 1992 revision of JTPA, no sanctions were put in place that required SDAs to meet the new requirements.

Another problem, Smith noted, is a lack of knowledge about how such programs should be structured. "A lot of program operators [running other JTPA-funded programs] think they can run non-traditional training programs for women without making any changes."

Before launching its non-traditional training program, the San Joaquin County (Calif.) SDA brought in experts to train vocational teachers, counselors, PIC job developers and case workers on recruitment, retention, and on-the-job training and placement.

The SDA also offers ongoing capacity-building and sexual harassment training for all participants, teachers and PIC counselors, according to Division Director Katherine Buckovetz, who also spoke at the session.

Buckovetz gave an overview of some of the special needs women participants bring to non-traditional training programs. She also explained how her division collaborates with more than 15 other human service agencies to make sure program participants get supportive services such as child care, meals and transportation.

"Recruitment and retention problems tend to be related to personal and social areas," she said. In fact, the San Joaquin program found that

The recruitment and retention of women in non-traditional training and awareness of the special issues involved in such training all "still need to be preached to JTPA [Job Training Partnership Act] operators."

Evelyn Faye Smith
administrator

Department of Labor's Women's Bureau in Region VI

if three or more women stayed in a training program, fewer dropped out because they were able to form informal support groups.

Once placed in a job, said Buckovetz, women often need continued support, such as counseling and support groups, because opposition or harassment from men already on the job is not uncommon.

Despite the many challenges to providing non-traditional training and placement services to women, Buckovetz told delegates that the San Joaquin program has achieved some "exciting outcomes."

"We have developed a great network that can be used for other programs, like school-to-work," she said. "We've also augmented our assessment process and have developed a process for linking skills to curriculum."

In addition, the community college is now an active player in the recruitment process, referring women to the program for on-the-job training. But what the San Joaquin SDA is most proud of, according to Buckovetz, is that "we know we will be reducing the welfare roles."

Smith and Buckovetz agreed that non-traditional training programs for women need more visibility within the employment training community. They called for more sharing of model program information, more program replication and greater job development.

"We need to preach awareness," said Smith, "so we can offer better training programs, better placements and better wages to our women clients."

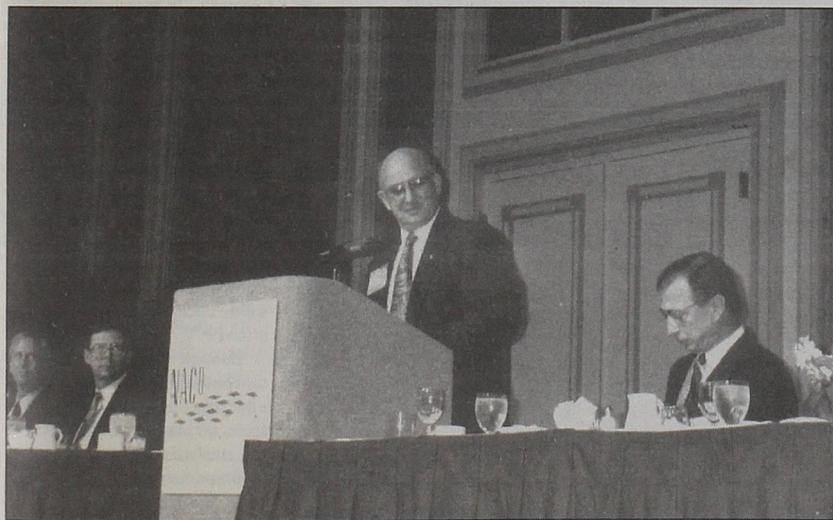


Photo by Jill Conley

NACo First Vice President Doug Bovin welcomes delegates to the awards banquet, the final event of the Employment Policy and Human Services Conference, Nov. 21. Seated (l-r) at the head table are: NACo Executive Director Larry Naake, incoming National Association of County Training and Employment Professionals President Mason Jackson, and NACo President Randy Franke.

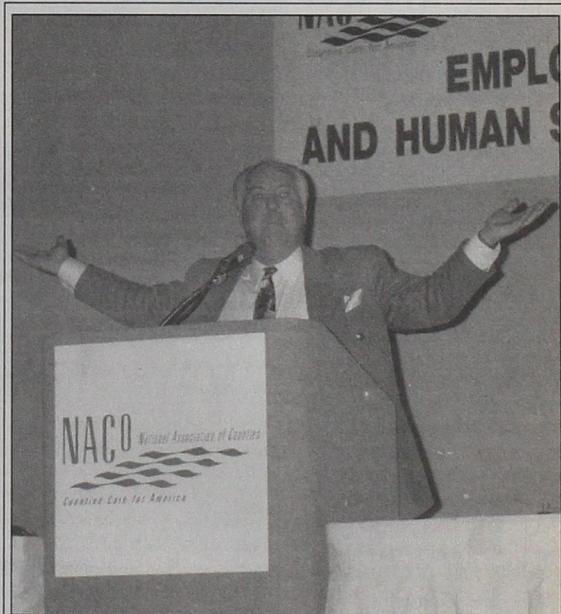


Photo by Jill Conley

"You are working with people who have enormous potential, but sometimes can't see it," Lou Tice, president of the Pacific Institute in Seattle, Wash., told delegates at the Opening General Session of NACo's 23rd Annual Employment Policy and Human Services Conference, Nov. 20. Tice went on to explain how positive self-talk can change the way people see themselves and open doors to brighter futures. He encouraged program administrators to see themselves as facilitators, helping their clients see possibilities and solutions.

National Association of Counties' 23rd Annual EMPLOYMENT POLICY & HUMAN SERVICES CONFERENCE

Technology streamlines human services delivery

By Jill Conley
staff writer

About 40 conference delegates took a tour of the "information superhighway," Nov. 21, at a session that offered a sampling of some of the latest technologies and their applications for improving human services delivery.

Presentations on benefit eligibility and integrated data, electronic benefits transfer (EBT) and geographic information systems (GIS) were featured at the Concurrent General Session, entitled "Delivering Human Services Through the Information Superhighway."

The session began with an overview by J. Anderson Slack on an integrated data base network (IDBN) that is being piloted at three sites, including Harris and Travis counties, this spring. Slack is the associate commissioner for information resource management, for the Texas Health and Human Services Department (HHS).

The network was developed by Texas' Health and Human Service Commission in an effort to integrate service delivery, improve cross-agency communications, automate agency data sharing, and minimize redundancy in data and its collection. It will contain basic client-identifying information and summary program information, and provide service delivery staff with

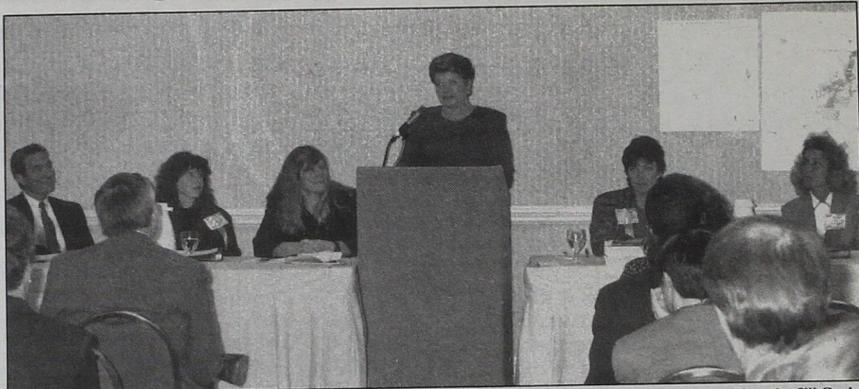


Photo by Jill Conley

Jane Lawton, special assistant to the county executive, Montgomery County, Md., talks about making decisions about new technologies. Seated (l-r) are: J. Anderson Slack, Texas Health and Human Services Department (HHS); Jessica Shaheen, director of information management for EBT, Texas HHS; Winifred Lyday, information technology consultant, NACo; Suzanne Bryan Rogers, welfare reform planner, Bluegrass Area Development District; and Phillis Adams, Head Start director, Kentucky River Foothills Development Council.

instant access to information at other state, local and community-based human services agencies.

Because the IDBN links data from systems throughout the state, it will allow agency staff to provide more efficient service to clients, says Slack, especially those clients who may be eligible for more than one program.

Texas is also streamlining delivery of human services through an electronic benefits transfer system that it began implementing last fall. Jessica Shaheen, director of infor-

mation management for EBT, Texas HHS, was on hand to explain some of the benefits of the new system.

"We have found that it works very well and is very well accepted," she said. EBT allows clients to use one card to access multiple benefits, such as Food Stamps and Aid to Families with Dependent Children, through automated teller machines and at grocery store registers.

For clients, this eliminates waiting for benefits to arrive in the mail. Instead, deposits are made into ac-

counts the same day each month. "It gives them options," says Shaheen. "They don't have to cash the full amount and carry it around with them."

According to Shaheen, retailers like the card because they can process clients just like all their other customers which keeps lines moving. It also lowers administrative overhead and provides an audit trail.

Government likes the EBT system because it increases efficiency access to benefits, decreases fraud,

is cost-efficient and enhances program accountability.

In Kentucky, local human services agencies are using another type of technology to streamline operations. Phillis Adams, Head Start director, Kentucky River Foothills Development Council, and Suzanne Bryan Rogers, welfare reform planner, Bluegrass Area Development District, explained how GIS is changing the way they deliver services.

They're using GIS, which has been widely used to assess infrastructure needs, to map out human services needs. By plotting census data through a GIS, they are able to look at human data and put services out in the county where they are needed.

The system can also help human services agencies track what other agencies are doing, assess the availability of services in a given area, and make referrals. One example is a GIS-generated map of Madison County that shows icons indicating where welfare offices, health clinics and other social services and community-based organizations are located. The computer data base contains addresses, contacts and summary program information, enabling staff to make the most efficient use of human services resources.

The final speaker at the session, Jane Lawton, special assistant to the county executive, Montgomery County, Md., gave delegates an overview of some of the considerations involved in decision-making about new technologies. "It's particularly important that human service providers challenge themselves to look at bigger management issues as they consider these new technology systems," she said.

Using Montgomery County's decision to develop its own fiber optic system as an example, Lawton explained, "First, we had to decide how we wanted to be involved with this technology and whether we wanted to be in the first or second wave. Then, we had to ask, 'Can we afford it?'"

Lawton went on to point out that human services has traditionally been one of the last to benefit from technology improvements, but she believes this is changing. "Human services are among the most basic and most necessary services that local government provides its citizens," she said. "In reality, human services are even more important than communications. But to an enormous extent, these services depend on effective communications systems."

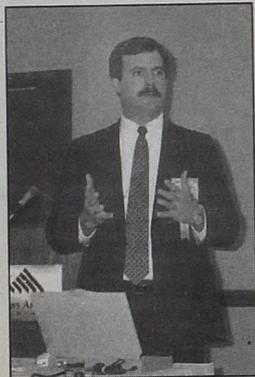


Photo by Jill Conley

Gary A. Fields, manager, Colonial Life and Accident Insurance Company, told delegates that "everybody on every side had a hand in killing health reform" in the last Congress at a workshop entitled "Flexible Benefits Plans and Health Care Reform," Nov. 20. The session focused on how components of the major legislative proposals would likely affect public employers who have implemented flexible benefits plans.



Photo by Jill Conley

At the workshop entitled "Long-Term Care Reform: Counties and States Move Ahead," Dewey Desler, vice president, National Association of County Aging Programs, explained the state of Washington's effort to establish long-term care services as part of the state's Uniform Health Services and Benefits Package by 1999. Seated (l-r) are: Theresa Pesch, administrator, community health services, for Meeker, McLeod and Sibley counties, Minn., and Lois McCarron, fiscal policy analyst, health and long-term care, Association of Minnesota Counties, who spoke about long-term care initiatives in Minnesota. Sallie Parks, commissioner, Pinellas County, Fla., and chair, NACo Subcommittee on Long-Term Care, Home Health and Medicare, moderated the session.

New Congress brings new hopes for an unfunded mandates bill

(In its Nov. 23, 1994 issue, *The Bond Buyer*, a popular trade newspaper covering the securities market, published an interview with NACo Executive Director Larry Naake on the prospects for mandate relief in the next Congress. Following is a reprint of the interview, published with permission of *The Bond Buyer*.)

Q: What will happen to the legislation to curb unfunded mandates next year, and what will the Republican takeover of Congress mean to the outcome?

A: We expect to at least start from where we left off, and we have that commitment from those that were involved in this issue. What impact the elections have on this, we're not quite sure; however, we think that will help our cause in the Senate. And then, on the House side, we think we have a good chance of getting this legislation passed early in the next Congress. I would hope (having a GOP-led Congress) would improve our chances. I would think it would on this particular issue.

With the Republicans in charge, there's also the question of a move to make it a stronger bill, including things like a two-thirds vote requirement on an unfunded mandate or requiring a point of order on the appropriation as well as the authorization.

Q: Would you support requiring a two-thirds majority vote to pass on an unfunded mandate and support requiring a specific vote to appropriate the funds to cover the mandate?

A: Yes, we would.

Q: Are you concerned that adding measures to strengthen the bill would trigger opposition from Democrats?

A: Even though now the power has shifted from the Democrats to the Republicans, we are still looking for a bipartisan approach on this. And we would want to see that worked out. I mean we very faithfully did that between the Democrats and the Republicans before, and we would want to continue to do that. And we had the support of the president. So

Do state and local governments have a better chance next year of getting Congress



Larry Naake

to approve legislation to curb unfunded mandates? Larry Naake, the executive director of the National Association of Counties, thinks they do, especially since the Republicans won control of the Congress in the Nov. 8 elections.

Republicans lawmakers have supported the push for a bill to deter Congress from requiring states and localities to set up expensive programs without helping to pay for them. Senator Dirk Kempthorne (R-Idaho) championed the unfunded mandates cause early and sponsored both mandate bills introduced in the Senate last year.

Since 1993, a coalition of interest groups representing state and local elected

officials, has worked to get Congress to ease the financial regulatory burden on states and cities, Naake said.

They almost succeeded in the last session of Congress with a bill that would have required a separate vote on whether to pass on an unfunded mandate to local governments. The state and local groups liked this because it would have put lawmakers on public record whenever they impose an unfunded mandate.

The debate started with an earlier bill, referred to as "no money, no mandates," that would have simply freed state and local governments from complying with federal mandates unless Congress paid for

them. But the legislation had no teeth, Naake said, and was set aside for the measure that would require a separate vote.

A staunch defender of the current bill, Naake strongly disagrees with a wide coalition of labor, religious and disability groups that say the measure would keep needed legislation and regulations from being passed and therefore hurt public protection.

In an interview with staff reporter Heather Ann Hope, Naake said he hopes the unfunded mandates legislation is reintroduced as soon as Congress returns in January to leave plenty of time for debate and, ultimately, passage.



we're hopeful we get this thing done quickly in the next session.

Q: One of the House Republicans' stated objectives is a constitutional amendment to balance the budget. Do you think that possibility makes the case for this bill?

A: It makes it even more important. In the days when we had general revenue sharing, there was lots of federal funding; it wasn't as urgent an issue because the moneys were coming. When all of that money started disappearing, it became a more urgent situation.

I think that the alternative of taking care of the mandates problem by merely providing more funding was not a very viable alternative prior to Nov. 8 this year, and certainly is less of a viable alternative now. I just don't believe that massive infusions of federal funding are on the horizon. That's not what the election was about, obviously.

Also, it's important to link

this attempt to pass a balanced budget amendment. Because if, in effect, there are going to be reductions in federal spending, then the real danger for state and local governments and their citizens is that there would also be cost shifts if the funding is no longer there, so we really need to talk about some unfunded mandate bill that is very, very strong.

The fact of the matter is that people of this country have said that they're not willing to pay more taxes to accomplish all of these priorities, so somebody has now got to take responsibility. Now they're going to have to make it; they can't pass it off on someone else any longer.

Q: Why is the counties association pushing so hard for some kind of unfunded mandates legislation?

A: There are two reasons. We have seen the trends of so-called decentralization over the last couple of years where the federal government has not financially supported the number of state and local

programs that they did during the late '60s, early and mid-'70s. But at the same time we have not seen any lessening of mandated programs.

We have no problem with environmental programs, the Americans with Disabilities Act, Motor Voter, and the rest of them. What we have objected to is the fact that the federal government determines what priorities for the country are, but takes no responsibility for funding those priorities.

Another perfect example, and one that really hits counties, is the immigration policies. Those are totally set by the federal government, yet they have a limited commitment to funding the consequences of it. The fiscal part is what really hurts state and local governments, because now we have to come up with funds to pay for these programs that are mandated from a higher level.

The other side is just good government. This where you get into the accountability and responsibility argument of our federal system of government. The way it's set up now, everybody is pointing at

everybody else when something goes wrong. There is no accountability. We have a fixed budget, fixed resources, and we've got to prioritize our priorities and policies within our particular jurisdiction. We're only asking the Congress and the federal government to do the same thing.

Q: How do states pay for unfunded federal mandates?

A: Our choices are either to raise taxes at the local level, primarily property taxes because that's our main source of revenue, or to cut other services to citizens within those communities. Since most counties in this nation face some sort of tax limit, the increasing of general taxes alternative is severely limited. The other alternative is to cut police services, fire services, other local programs that are supposed to be a priority for the citizens. It's maddening because a lot of local programs are suffering severely. So we're saying if (the federal government) believes that these are national priorities, then fund them.

Q: How did the coalition-supported unfunded mandates legislation come about?

A: One of the problems that we discovered with the pure "no money, no mandates" bill that was originally introduced is that it in effect had no teeth. There were no consequences if Congress didn't fund the program.

In the current bill, with respect to any mandate you have to take a vote, you had to provide the funding for a new mandate or a reduction in expenditure for some other program. If you did not do that, any member could raise a point of order and there would have to be a specific vote on the mandate before the bill could proceed. While that was not a pure "no money, no mandate" approach to the issue, what it did do was raise it as a political issue, so that members would really have to vote in a very conscious way if they intended to pass another unfunded mandate.

That was the campaign. We've always taken this issue, we've always tried to work this out so that we've got agreement of both parties.



Photo by Donald Murray

(l-r) William E. Davis III, executive director of the U.S. Advisory Commission on Intergovernmental Relations, with John Easter, president of the National Association of County Intergovernmental Relations Officers (NACIRO), briefs NACIRO members during the affiliate's two-day meeting in Washington, D.C., Nov. 28-29. NACIRO members also met at the White House with domestic policy staff, where they were briefed on health reform, welfare reform, unfunded mandate relief and the crime act implementation.

USDA from page 4

local level because of the funding-support linkage and influence between county governments and the land grant universities.

The Cooperative Extension System, as it is more commonly known at the local level, combines the expertise and resources of federal, state and local governments into a publicly funded, informal educational network located in nearly all counties. The Cooperative State Research Service is a nationwide system which administers federal funds to the agricultural experiment stations through which universities and other scientific groups conduct basic and applied research. Together, they link more than 130 colleges of agriculture and 59 experiment stations in research collaboration.

New agency office

The reorganization also created

a new undersecretary for food safety. All USDA activities related to food safety are assigned to this agency, thereby separating food safety from marketing activities. The undersecretary is required to have specialized training or significant experience in food safety or public health programs.

The cost-benefit ratio of proposed major regulations of the USDA will now be monitored by the newly created Office of Risk Assessment. The office will review proposed regulations dealing with human health, human safety or the environment that have an impact of more than \$100 million dollars nationwide. This new office will be charged with the determination of the nature of the risk, implementation, compliance costs and regulation benefits associated with the risk.

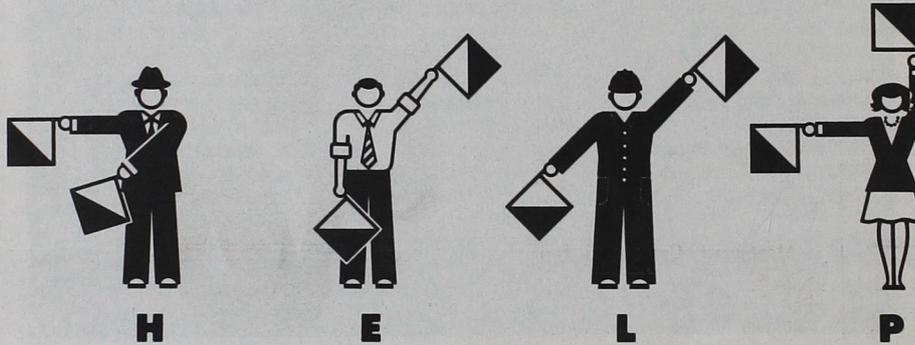
Much of the projected savings anticipated from this reorganiza-

tion will come from combining personnel and reducing mid-level management positions. The new CFSA, for example, will combine the functions of the FCIC, ASCS and the farm-lending activities of FmHA into one agency. The personnel, administration and other support services will be combined within that department.

More savings come from cutting the number of supervisors by 10 percent and increasing from seven to 14 the number of workers that report to each supervisor. Computer innovation is expected to also create savings.

The list of 1,200 county offices to be closed would not differ much from the list released nearly two years ago by the former Secretary of Agriculture Edward Madigan.

(For more information, contact Philip Rosenlund, 202/942-4255.)



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This Publication

Time to "reinvent" prison policy: N.C. shows way

By Neal R. Peirce

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

Are America's burgeoning prisons ready for reinvented government? With the nation's inmate population soaring past one million, more than doubled since the early '80s, the question has never been more acute.

The dilemma has most recently been sharpened by "three strikes and you're out" measures (several approved by voters in November), and the federal crime bill that added \$7.9 billion in grants to build state prisons. California alone is spending \$3.1 billion on its 1994 penitentiaries bill and headed for gargantuan \$6 billion yearly outlays by 2000.

And 1995 will produce new prison politics. Incarceration costs will continue to pose serious threats to school, university and other social budgets.

Enter the North Carolina solution. It's called "structured sentencing." The Tarheel State put it into effect Oct. 1. It rests on computer-based technology, common sense and the imperative of controlling costs.

Structured sentencing virtually guarantees criminals will remain behind bars for 100 percent of their sentences. Violent and repeat offenders — felons convicted of murder, armed robbery, rape, assault with a deadly weapon — will have no early way "out."

But there's a trade-off. To keep punishment affordable, the new system relies on a radically expanded set of community-based punishments for petty thieves, minor drug law offenders, embezzlers and forgers. These folks will get such punishments as halfway houses, day reporting centers, mandatory drug and alcohol treatment, boot camps, electronics anklet monitors, or fines.

The heart of North Carolina's system is a hard-and-fast sentencing grid approved by the legislature. Sentencing judges must match the class of crime a person's convicted of against his or her prior offenses with limited allowance for mitigating circumstances.

A first-offender burglar, for example, will draw 44 to 55 months of real time; a first- or second-time non-violent offender may be given a suspended sentence in return for completing an alternative punishment such as house arrest or restitution.

For once, there's a rational attempt to sort out punishments between the people society is legitimately afraid of, and those it's just mad at. Real sentences mean serving real time, and the public should feel safer. Conversely, lots of petty offenders who've been needlessly sent to prison will be spared that often dangerous experience — yet be obliged to accept alternative punishment with a dramatically better chance of rehabilitation.

There's more, though, to North Carolina's experiment: The legislature also required that every bill affecting prison space have a cost estimate attached.

The import of upfront cost accounting came clear earlier this year, after a spate of highly publicized murders. The governor called a special session and angry legislators pressed for radically increased sentences. Some of the bills introduced were tough indeed, adding three to six years for sentences involving a firearm, or up to 10 years for displaying the gun during the crime.

Typically, the sponsors had little idea of

what their "solutions" would actually cost. But the computer simulation model used to produce the cost estimates produced sobering news. The more extreme bills would have caused the state's population of 23,000 inmates to more than double in a decade.

Result: The legislature settled on a much more modest measure, adding fewer than 2,000 new prison slots over a decade.

This should create a new culture of legislative crime action, with the costs upfront and the lawmakers knowing the cost to taxpayers of the stiff sentencing measures they recommend.

Structured sentencing, on its own, isn't the full solution. Neither is the requirement for a fiscal analysis, or computer-based modeling. It's the combination that should work — assured sentences as the base for figuring true

long-term costs. This is a big step toward what honest, reinvented government for the times ought to be. And the good news is that multiple states are now looking to these reforms.

There's danger, however, that legislatures will fail to come up with enough money for the alternative punishments necessary to keep minor offenders out of state penitentiaries. Intensive probation, halfway houses, supervised community service — all cost a lot less than prison cells but still involve real cost. Funding them doesn't make a legislator a political hero.

Yet if the alternative punishments don't get adequate support, thousands of petty offenders will start turning into serious offenders and the new reforms will abort and thousands more prison cells will be necessary.

Maybe the computers need to be programmed to project what that will cost taxpayers.

Truly reinvented government will have arrived in the crime field when the computers can prove how much cheaper and less dangerous it is to prevent crime in the first place. That means helping patch broken families together, activities for latchkey kids, reformed schools, more inventive school-to-work programs.

Sadly, too few Americans today believe such efforts can work. Some politicians cavalierly call them "pork." But North Carolina at least gives us a shred of hope that honesty about prison sentences and costs, respect for alternative punishments and hardheaded projections, could lead to safer communities — and more affordable government.

(c) 1994, Washington Post Writers Group

1994 NACo Achievement Award Winners

Hats off to ... counties helping seniors

Catawba County, N.C., for creating a collaborative partnership to provide emergency short-term housing and supervision for adult victims of abuse, neglect or exploitation in Catawba County. Project partners in the Adult Shelter Program are the Council on Elder Abuse and Neglect, Abernethy Center Retirement Home, Catawba Memorial Hospital, and Catawba County Department of Social Services.

Montgomery County, Md., for implementing "Coming to Your Senses," a full-day seminar designed for people over 55 years old, who are experiencing sensory loss, and their families and caregivers. Its joint sponsorship linked county government, a local hospital and a non-profit organization.

The seminar addressed the causes, consequences and changed skills needed to cope with diminished vision, hearing and memory. The program included professionally facilitated workshops, health screenings, and an exhibition of products and information for the benefit of seminar participants. The afternoon concluded with a wrap-up session entitled "Where Do We Go From Here?"

Baltimore County, Md., for providing 24-hour, seven-days-a-week, on-call response to assist senior crime victims who have been identified by the police as needing help to resecure their home, or some other form of emergency intervention. Requests from officers responding to senior crime victims are relayed to the Department of Aging's on-call staff member by the county's 911 police liaison officer. The on-call individual immediately contacts the victim, determines his or her needs, and responds in accordance with the Eldercare Victim Support Program procedural manual.

Lake County, Ohio, for a collaborative effort between the Council on Aging, sheriff's department, and local fire and police departments to help ensure the health and safety of homebound senior citizens. The program includes



safety assessments, nutrition and medical screening; medication management; information on scams and con games; and computerized telecare calls which determine whether the individual is "okay." (A computer calls a homebound senior daily. If the senior fails to answer after three attempts within a half hour, police and ambulance are dispatched.)

Maricopa County, Ariz., for providing crime prevention services to the elderly through the Northwest Valley TRIAD, a cooperative effort involving the Youngtown Police Department, the Maricopa County Sheriff's Office and community leaders from three retirement communities.

Officers are specifically trained in the process of aging, victim assistance, living-alone assistance programs and how to communicate effectively with the elderly. After completing this training, these officers go out into the community to teach the target population different crime prevention techniques.

Boulder County, Colo., for recognizing the need for a language support system for culturally diverse elders and creating "Partners and Language" (PAL). PAL is an innovative program to promote cross-cultural, intergenerational partnerships enabling elders to "escape" isolation resulting from language and cultural barriers. Small, informal group gatherings and conversation circles meet with seniors regularly. Positive interaction through PAL has empowered these seniors to become

active citizens in their communities.

San Diego County, Calif., for Project CARE, a program designed to ensure the well-being and independence of older persons living alone through a "safety net" of consistent telephone contacts and other forms of community support. Public and private agencies come together to coordinate and provide services to at-risk seniors.

Program components include "Are You OK?" — a daily computer-generated telephone call; Postal Alert — where letter carriers keep a watchful eye; Gatekeeper — where meter readers and refuse collectors also watch out for warning signs of distress; and Vial of Life — where clients' medical information is placed in a box on the refrigerator; and minor home repairs.

Los Angeles County, Calif., for "Seniors for Seniors," a program developed by department staff and members of a non-profit foundation, that places older, shelter animals in homes with seniors at no charge. Senior citizens have the time to care for pets, and can usually afford the day-to-day costs of pet ownership, but cannot always pay for the fees associated with adopting a pet. This program eliminates that barrier and creates a win-win situation for both elderly pet lovers and their pets.

DuPage County, Ill., for "Touch Base," a telephone reassurance program providing senior citizens who are either homebound or living alone with regular telephone calls to assure their security and provide a vital link to the outside world. The program also is designed to enrich the lives of the residents of the DuPage Convalescent Center who serve as volunteer Touch Base callers.

These residents are given the opportunity to make necessary social contacts with the outside world, as well as develop continuing relationships. Touch Base has been successful in linking isolated and/or confined individuals in the community with the residents in the long-term care facility.

(For more information on these and other Achievement Award-winning programs, call Kelly Mackie, research assistant, at 202/942-4246.)

News from the nation's counties

North

PENNSYLVANIA

• **Abstinence.** It's the only sure way to avoid unwanted pregnancy and sexually transmitted disease. And it's the topic of a new educational video for teens now available from the **ALLEGHENY COUNTY** Health Department.

"Who Do You Listen To? Choosing Sexual Abstinence" encourages teens to take personal responsibility and seriously consider the option of abstinence before marriage, but not in a way that sounds preachy or moralistic and might turn them off," said County Health Director Dr. Bruce W. Dixon.

The 34-minute video uses a combination of dramatic scenes, trendy music and moving interviews with medical experts, youth counselors, teen mothers and AIDS patients to demonstrate the personal consequences of irresponsible sexual activity.

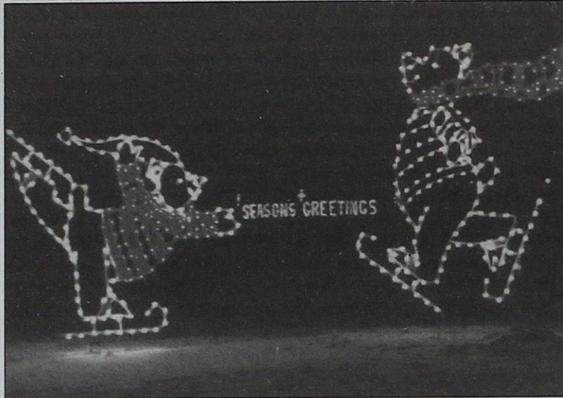
"Although we've not seen many AIDS cases or HIV infections in our teen population, unless they start taking greater responsibility, it's only a matter of time before we do because the same sexual activity that spreads gonorrhea and chlamydia can spread HIV too," warned Dr. Dixon.

The abstinence video is the newest addition to the health department's library of STD/AIDS educational videos which are appropriate for elementary, junior high, high school and adult audiences. Twenty-three videos are available for loan to groups only.

• **Contract management and integrated human services** were the main topics of discussion at a three-day conference for human services professionals held recently in **TIoga COUNTY**.

The conference drew participants from the United Kingdom, 10 Pennsylvania counties and the state of Arizona. The Tioga County Human Services Agency, which has been involved for the past several years in an "exchange of technology" program with social/human services organizations in the United Kingdom, hosted the event.

"State and local governments throughout the country, and governments in other countries, are struggling to find the most efficient and cost-effective ways to provide human services," said Human Services Agency Administrator John J. Kravas. "Service integration is one concept that may be an answer for some municipalities. As we are one of only a handful of successful integrated public human services organizations in the nation, we have been answering a lot of questions lately about how our



Patrons at the Broward County (Fla.) Holiday Fantasy of Lights will be dazzled by many festive exhibits, including these skating bears.

system works."

South

FLORIDA

• **The BROWARD COUNTY** Parks and Recreation Division and Horses and the Handicapped of South Florida, Inc. are co-hosting the 1994 Holiday Fantasy of Lights, Nov. 23-Jan. 1.

Patrons will enter through an area of snowflakes surrounded by two 12-foot, waving snowmen; two 15-foot stockings; and two 10-foot candy canes, then drive slowly past 35 additional multiple scene displays.

The event features thousands of lights and holiday music as well as a number of exhibits, among which are: Animated Tree of Trees, North Pole with Skating Penguins, Five Soldiers with Bugles, Santa Sleigh and Deer, Peacocks, Jack-in-the-Box, Butterflies, Flamingos, Tyrannosaurus and Baby, Rockin' Triceratops. Non-animated scenes include: Two Manatees, Five Fish, Six Flamingos, a Giant Teddy Bear, Three Swans, a Giant Elephant Fam-

ily and a Flying Rhamphorhynchus.

MARYLAND

• **MONTGOMERY COUNTY** residents can now learn about the environmental and economic benefits of "grass-cycling" from the comfort of their favorite armchair with a new video produced by the county's Department of Environmental Protection (DEP).

The 17-minute video demonstrates how grass-cycling (leaving grass clippings on the lawn) results in a healthy, beautiful lawn, while saving time and money — and not causing thatch. It also dispels the myth that expensive equipment is necessary to grass-cycle.

The video shows how grass clippings left on the lawn provide nutrients and organic matter that improve lawn quality and appearance. Tips for proper watering, fertilizing and aerating practices are also discussed.

"Montgomery County, like other jurisdictions, is stressing grass-cycling because it is the best way to avoid the economic and

environmental costs of collecting, transporting and disposing of grass clippings" says Joe Keyser, a DEP environmental specialist.

The video, which is being used in the county's public education and outreach activities, is available to the public through local public libraries, civic associations, schools, garden clubs and selected retail outlets.

Midwest

MINNESOTA

• In an effort to improve its appraisal process in a rapidly changing and complex real estate market, **RAMSEY COUNTY** is seeking proposals from vendors to purchase a Computer Assisted Mass Appraisal (CAMA) and Information System. This flexible and adaptable information system will be able to respond to customer requests and mandated legislative changes faster and more efficiently than the current system which is over 20 years old.

Mass appraisal, unlike single property appraisal, requires the assessor to develop valuation models that mirror what buyers of real estate pay for property compared to a group of properties with similar characteristics. In contrast, single-property appraisers conduct a market analysis capable of estimating the value of

only one property at a time. Ramsey County has over 159,000 properties to value each year, making a computer-aided assessment using mass appraisal methods essential.

A special feature of the new system allows appraisal staff to more effectively use laptop computers to update property information while still at the property site and to transfer this information back to the main computer at the office.

West

WASHINGTON

• **PIERCE COUNTY** Council members Sally Walker and Ken Madsen are recommending the county adopt a juvenile curfew law.

The ordinance would bar kids under the age of 18 from being out in unincorporated areas between midnight and 6 a.m. Police would initially try to take violators home to their parent or guardian or to the home of another family member.

As a final resort, the young person could be kept in a fire station or police precinct. Parents could be cited if they allow their children to violate the curfew or for failing to take charge of their youngsters once caught. A \$250 fine is possible.

More news from

MARYLAND — PRINCE GEORGE'S COUNTY hasn't been named Tree City USA for the last 10 consecutive years for nothing! A recent publication of the American Planning Association detailing various tree conservation programs nationwide highlights the many strengths of the Prince George's County program, and identifies it as one which can serve as a model for other state and local tree conservation efforts.

The county's tree conservation program has not been limited to rural areas. Efforts have been concentrated on tree planting along highways, in school yards and in urban parks.

The county has also helped municipalities secure close to \$500,000 in grants for replanting trees in older communities and has published a manual outlining how to implement tree ordinances.

For more information, contact Karen Napolitano at 301/883-5821.

Notices ... notices ... notices

CONFERENCES

■ Want to know what's behind the success of Baltimore Camden Yards or why convention centers are expanding at breakneck speed? Find out the answers to these questions and more at "If You Build It, Will They Come," a conference sponsored by the **National Council for Urban Economic Development** and the **Imax Corporation**, Jan. 19-21, 1995, in Scottsdale, Ariz.

The cost is \$400 for members and \$470 for non-members.

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

■ "Children '95—The Future of Child Welfare" is the theme of the **Child Welfare League of America's National Conference**, March 1-3, 1995, in Washington D.C.

The topics will include "Commu-

nity-Based Family Foster Care: Making It Work," "Finding Families of Color for Children of Color and Child Welfare," and "Services and the Courts: Working Together to Improve Child Welfare." The cost is \$360 for members and \$370 for non-members.

For more information, contact: Children '95/Child Welfare League of America, 440 First St., N.W., Suite 310, Washington, DC 20001-4004, phone: 202/942-0303.

■ **The Waterfront Center** is offering a workshop titled "Getting Your Waterfront Built: Market Analysis, Finance and Packaging," April 18-20, 1995 in Pittsburgh, Pa. Speakers will explain what developers look for, how they size up opportunities, and the financing they need. The registration fee is \$450 for members and \$500 for non-members.

For more information, contact: the Waterfront Center, 1536 44th St.,

N.W., Washington, DC 20007, phone: 202/337-0356, fax: 202/625-1654.

PUBLICATIONS

■ **The American Correctional Association** has released "Managing Delinquency Programs That Work," which offers guidance on the management of policy formulation and direction, program development and administration, training and evaluation, and system issues. The cost is \$39.95 for members and \$49.95 for non-members.

To order, contact: American Correctional Association, 8025 Laurel Lakes Court, Laurel, MD 20707-5075, phone: 1/800/825-2665 or 301/206-5059.

■ "Cityscape" is a new journal published by the **Department of Housing and Urban Development's Office of Policy Development and Research**. Its mission is to inform and be informed by the

discussion of housing and urban policy issues in universities, research centers and other sources of leading-edge ideas.

For ordering information, contact: U.S. Department of Housing and Urban Development, Washington, DC 20410-6000, phone: 800/245-2691 or 301/251-5154.

■ **The Bureau For At-Risk Youth** announces the publication of a new series of posters and pamphlets titled "Hard Facts."

The posters feature a "hard fact" about topics facing today's youth: drinking and driving, teen pregnancy, HIV/AIDS and violence. The posters are designed to provide maximum impact while promoting discussion, prevention and safety among viewers.

For more information, contact: Bureau For At-Risk Youth, 645 New York Ave., Huntington, NY 11743, phone: 1/800/99-YOUTH.

■ The sound management of

Continued on page 23

Job market

CITY MANAGER, CONSOLIDATED GOVERNMENT OF COLUMBUS — COLUMBUS/MUSCOGEE COUNTY, GA.: Population: 178,681. Consolidated Government of Columbus/Muscogee County. Diverse community with a historic industrial base and progressive leadership. Home of Fort Benning. Full-service (water and wastewater by separate board) mayor/council/city manager form of government. Salary negotiable DOQ, within a range of \$95,000 to \$120,000, plus automobile and excellent fringe benefit program. \$150M budget. 2,331 employees. Appointed by and reports directly to an elected full-time mayor and ten-member City Council elected two at-large and eight by district for a four year, staggered term. Requires bachelor's degree in public or business administration or related field. A related master's degree preferred. Requires 10-years of fiscally-conservative, seasoned professional management experience and skills, principally as local government manager or assistant in a large and complex governmental organization. Demonstrated experience in economic development, reducing costs and developing alternative revenue sources. Knowledge of TQM and other progressive management techniques. Strong leadership, decision-making, public relations and problem-solving skills. Excellent communicator, with proven interpersonal skills. An inclusive individual with effective facilitation and negotiating skills. Resumes should be sent by January 16, 1995 to James L. Mercer, President, The Mercer Group, Inc., 990 Hammond Drive, Suite 510, Atlanta, GA 30328. IN ACCORDANCE WITH GEORGIA'S OPEN RECORDS LAWS, RESUMES OF FINALISTS ARE SUBJECT TO PUBLIC DISCLOSURE. Equal Opportunity Employer.

CITY MANAGER — PUNTA GORDA, FLA.: Population: 12,000. Historic, water-oriented community with progressive leadership and active retirement population. Located on beautiful southwest coast of Florida. Full-service (except recreation, EMS and several special districts) local government operating under council/manager plan. Present City Manager William N. Brady has announced his retirement. Salary negotiable DOQ, (present salary \$82,432), plus automobile and excellent fringe benefit program. \$35M budget. 289 employees. City owned and operated water and wastewater utility serving customers within the

City and in adjacent unincorporated areas. Appointed by five member City Council residing within districts and elected at-large for two-year, staggered terms. Mayor elected by Council. City Manager also serves as Executive Director of Community Redevelopment Agency. Requires bachelor's degree in public or business administration or related field. A related master's degree preferred. Requires 10-years of fiscally-conservative, seasoned professional management experience and skills, principally as local government manager or assistant. Demonstrated experience in permitting, water and wastewater utilities, growth management and land development regulations. Florida experience a plus. Knowledge of historic preservation and latest management techniques. Strong budgeting, leadership, decision-making, public relations and problem-solving skills. Excellent communicator, with open-door policy and proven interpersonal skills. Effective facilitation and negotiating skills. Resumes should be sent by January 13, 1995 to James L. Mercer, President, The Mercer Group, Inc., 990 Hammond Drive, Suite 510, Atlanta, GA 30328. IN ACCORDANCE WITH FLORIDA'S OPEN RECORDS LAWS, RESUMES AND ALL APPLICATION MATERIALS ARE SUBJECT TO PUBLIC DISCLOSURE. Equal Opportunity Employer.

COUNTY ATTORNEY — LAKE COUNTY, FLA.: (A Political Sub-Division of the state of Florida). Population: 171,168 Non-Chartered County. Appointed Position. Reports directly to a five member Board of County Commissioners. Serves as chief legal counsel to the Board of Commissioners, County Manager and other County staff and officials on all matters of civil law. Current support staff, 2-Assistant County Attorneys, 3-levels of secretarial support. Minimum Qualifications: Licensed to practice in the State of Florida and member of the Florida Bar and ten (10) years of experience as a practicing attorney, inclusive of five (5) years within the State of Florida. Florida experience in local government required. Preference may be given to applicants with Florida experience in growth management issues. Must become a resident of Lake County within a reasonable period of time after appointment. Salary Negotiable, DOQ Apply no later than 5:00 p.m. Monday January 9, 1995 to: Director of Human Resources, Lake County Personnel, PO Box 7800 315 West Main St Tavares FL 32778-7800. Resumes and/or applications (No Facsimiles Accepted) must include sal-

ary requirements and three (3) business references. All responses are subject to public disclosure under Florida Public Records Law. EEO/AA/M/F/D.

COUNTY MANAGER — LAKE COUNTY, FLA.: (A Political Sub-Division of the state of Florida.) Population 171,168 Non-Chartered County. Appointed Position. Reports to a five-member Board of County Commissioners elected for four year staggered terms. Lake County, located in Central Florida has approximately 580 employees with an annual budget of \$147 million. Minimum Qualifications: Graduation from an accredited college or university with a Master of Public Administration (MPA) Degree or a Master of Business Administration (MBA) Degree, or an equivalent degree in a related field and two (2) years of related experience; or Graduation from an accredited college or university with a Bachelor's Degree in Public or Business Administration (BA, BS, or BBA), or an equivalent degree in a related field and five (5) years of related experience. Must have Florida experience in local government. Must become a resident of Lake County within a reasonable period of time after appointment. The County Manager shall serve at the pleasure of the Board of County Commissioners. Salary Negotiable, DOQ Present \$80,399. Apply no later than 5:00 p.m. Monday January 9, 1995 to: Director of Human Resources, Lake County Personnel, PO Box 7800 315 West Main St Tavares FL 32778-7800. Resumes and/or applications must include salary requirements and (3) business references. All responses are subject to public disclosure under Florida Public Records Law. EEO/AA/M/F/D.

DEPUTY ADMINISTRATOR — MONTGOMERY COUNTY, ALA.: \$51,178 - \$72,842. Closing Date: December 29, 1994. This is responsible supervisory and administrative work planning, organizing, and coordinating operational activities and functions for the entire County. Qualifications: Masters Degree in Public, Personnel or Business Administration, Finance or a related field from an accredited college or university and a minimum of ten (10) years of progressive management and supervisory experience in administrative, finance, or personnel administration, with at least five (5) of the ten (10) years at a high level management position such as department, division or agency head and preferably in a County or municipal environment. Contact - Montgomery City - County Personnel at (205) 241-2675 or come to 103 N. Perry St., City

Hall, P.O. Box 1111, Montgomery, AL, 36101-1111. EOE.

DIRECTOR, ENHANCED 9-1-1 COMMUNICATIONS CENTER — SAGINAW COUNTY, MICH.: The Saginaw County 9-1-1 Communications Center Authority, located in Saginaw County, Michigan, is seeking qualified candidates for the position of Director of its enhanced 911 Communications Center. The Authority is composed of thirty-five local units of government within Saginaw County with a population of 212,000. General Statement of Duties: Under the supervision of the Board of Directors of the Saginaw County 9-1-1 Communications Center Authority, the Director shall implement, coordinate and administer all 911 operations including, but not limited to the preparation of the annual budget, employment and supervision of personnel, preparation of accounting of the financial operation of the Authority, and preparation of agendas, notices and minutes of all Authority meetings. The Director is responsible for implementing the policies and directives of the Board of Directors. Qualifications: At least five years of managerial experience in the operation of an enhanced 911 Communications Center and police, fire and emergency medical services. Knowledge of computers and communication equipment is required. A four-year college degree is preferred; specialized training and experience in emergency communications may be substituted. Good oral, written and personal communications skills are required. Confidentially, if desired, must be requested in writing. Salary range \$50,000 to \$60,000 with benefits. Examination Procedure: Applications will be screened and those best qualified will be interviewed. Oral Interview (100%): All applicants will be notified concerning their status for this position. Application Procedure: The position indicated above is open for qualified applicants. Applications with resume and three references will be accepted in the Administrative Services Division of the Controller's Office, Saginaw County Governmental Center, 111 South Michigan Avenue, Saginaw, Michigan 48602, until February 1, 1995. The Saginaw County 9-1-1 Communications Center Authority employs only United States Citizens and Individuals authorized to work in the United States, pursuant to the Immigration Reform and Control Act of 1986. The Saginaw County 9-1-1 Communications Center Authority does not discriminate on the basis of handicapped status in admission or access to our treatment or employment in its programs and activities and is an affirmative action/equal opportunity employer.

FINANCIAL QUALITY CONTROL MANAGER — OKALOOSA COUNTY, FLA.: The Clerk of the Circuit Court of Okaloosa County, Florida is seeking to fill the position of Financial Quality Control Manager. Salary DOQ. Equal employment opportunity employer. This position will include the functions of internal audit and contracts/grants management. The ideal candidate should possess a BS or BA degree in Accounting with certification as CPA, CIA, or equivalent experience. Additionally, the candidate should have approximately five years experience in a related position or field. Send application/resume by 1/15/95 to Robert D. McGuire, Finance Director, P.O. Drawer 1359, Crestview, FL 32536-1359. (Phone - 904-689-5800, Fax - 904-689-5818).

PLANNER, PARKS & RECREATION FACILITIES — BATON ROUGE, LA.: Nationally accredited, Gold Medal Award winning Rec & Parks Dept. seeks Facilities Planner for supervision & technical coordination of creation & construction of recreation & parks projects. Must be experienced in park design, prep of construction specs, tech report writing & public presentations. BA/BS in Landscape Architecture, Architecture or Engineering w/emphasis in Park Planning. Min. 5 yrs. exp should include 2 yrs in park/facility design & 2 yrs supervision. Demonstrated knowledge of park design principals/practices & AutoCAD drafting a must. \$29,500 + exc comprehensive benefits. CLOSING DATE: January 1, 1995. CONTACT: HR Director - (Planner), Recreation & Park Commission for EBRR, P.O. Box 15887, Baton Rouge, LA 70895.

PUBLIC HEALTH DIRECTOR I — CARTERET COUNTY, N.C.: Carteret County Health Center is accepting applications for a health director. This position oversees six divisions, a \$1.5 million budget and 42 employees engaged in protecting and promoting health in a rural environment. The position is appointed by and reports to the local Board of Health. Preference will be given to candidates with a master's degree in public health. To apply, submit state application PD-107 to Chairperson, Carteret County Board of Health, Carteret County Health Center, 402 Broad Street, Beaufort, NC 28516. Closing date 12-30-94.

Job Market - Classified Rate Schedule

Rates: \$5 per line.
(You can figure the approximate cost of an ad by counting the number of characters, including spaces and punctuation marks, in your copy. One line consists of approximately 38 characters. Divide 38 into the number of characters in your ad. The resulting figure will give you the approximate number of lines. Multiply that figure by 5 to figure your approximate cost.)
Display Classified: \$30 per column inch.
Billing: Invoices will be sent after publication.
Mail advertising copy to: Job Market, County News, 440 First St., N.W., Washington, DC 20001.
FAX advertising copy to: Job Market, County News, 202/393-2630.
Be sure to include billing information along with copy.
For more information, call County News, National Association of Counties, 202/942-4256.

Notices

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government records and the information they contain should be one of the primary objectives in the development of the **National Information Infrastructure (NII)** proposed by the Clinton Administration, says the National Association of Government Archives and Records Administration (NAGARA). Unless sound records management principles are applied and easily usable access systems developed, NII is unlikely to realize its full potential.

NAGARA, consequently, has issued a statement that defines records and information management issues related to the NII.

The statement is being sent to key leaders in the Clinton Administration who are working on the NII, to members of the National Advisory Council on the NII, to concerned associations, and others interested in

this issue.

For your own copy or information, contact: NAGARA 48 Howard St., Albany, NY 12207, phone: 518/463-8644, fax: 518/463-8656.

■ EPA has released a new publication titled "Keep It Off the Curb." This is a step-by-step manual for community and state government officials who want to establish a backyard composting program for residents.

"Keep It Off the Curb" presents information on composting basics, potential cost savings from waste diversion, and bin selection and distribution options, as well as information on how to elicit support, conduct workshops, and set up demonstration sites.

For your free copy, contact: Naomi Friedman, National Association

of Counties, 440 First St., N.W., Washington, DC 20001, phone: 202/942-4262.

AWARDS

■ The International City/County Management Association (ICMA) is now accepting nominations for its 1995 Annual Awards Program.

The awards program recognizes those members who — through excellence and innovation — have made an outstanding contribution to professional local government management in communities throughout the world. The deadline for applications is March 10, 1995.

For more information, contact: Monica Bowman, ICMA, 777 North Capitol St., N.E., Suite 500, Washington, DC 20002-4201, phone: 202/289-4262, fax: 202/962-3500.

1995 NACo Legislative Conference
March 3-7
Washington Hilton & Towers
Washington, D.C.
NACo National Association of Counties
Quality City by Design



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

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

1995 Legislative Conference
CONFERENCE REGISTRATION
 POSTMARK DEADLINE - FEBRUARY 3, 1995

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

*Name _____ *Name _____ Mr/Mrs/Ms _____
 (Last) (First)
 *Title _____ *County _____
 Address _____
 City _____ *State _____ Zip _____ *Nickname _____
 Telephone (____) _____ Fax (____) _____ (PLEASE INCLUDE FAX #)
TO RECEIVE CONFIRMATION

REGISTRATION FEES:	Earlybird	Advance	AFFILIATE INFORMATION - Check box that applies
Check box that applies	postmarked by 1/20	postmarked after 1/20 & ON-SITE	<input type="checkbox"/> NACRC <input type="checkbox"/> NACCA <input type="checkbox"/> NCECE <input type="checkbox"/> NACHFA
Member county attendee	<input type="checkbox"/> \$275	<input type="checkbox"/> \$325	<input type="checkbox"/> NACP <input type="checkbox"/> NACTFO <input type="checkbox"/> NACE <input type="checkbox"/> WIR
Non-member county attendee	<input type="checkbox"/> 325	<input type="checkbox"/> 375	<input type="checkbox"/> NACHO <input type="checkbox"/> WON <input type="checkbox"/> NACTEP <input type="checkbox"/> NCCAE
Other government attendee	<input type="checkbox"/> 300	<input type="checkbox"/> 350	<input type="checkbox"/> NACA <input type="checkbox"/> NACHSA <input type="checkbox"/> NABCO <input type="checkbox"/> NACAP
Other private sector	<input type="checkbox"/> 350	<input type="checkbox"/> 400	<input type="checkbox"/> NACITA <input type="checkbox"/> NACCED <input type="checkbox"/> NACIO <input type="checkbox"/> ICMA
Spouse	<input type="checkbox"/> 50	<input type="checkbox"/> 75	<input type="checkbox"/> NACPRO <input type="checkbox"/> NACIRO <input type="checkbox"/> NACS <input type="checkbox"/> NACMHD
Youth	<input type="checkbox"/> 30	<input type="checkbox"/> 50	
TOTAL	\$ _____	\$ _____	POLITICAL AFFILIATION
Spouse Full Name _____		Youth Full Name(s) _____	<input type="checkbox"/> Republican <input type="checkbox"/> Democrat <input type="checkbox"/> Independent

PAYMENT METHOD: Select one CHECK VISA/MASTERCARD P.O. or VOUCHER MONEY ORDER
CREDIT CARD INFORMATION: Select one VISA MasterCard
 Card Number: _____ Exp Date: _____
 Cardholder's Name: _____ Signature: _____

PAYMENT POLICY - Conference registration fee **MUST** accompany this form and must be received before a registration can be processed. Send a check voucher, county purchase order, made payable to the National Association of Counties. Purchase order only will hold registration. Purchase order must be paid before conference badge will be issued.
CANCELLATION POLICY - Refund of conference registration fee, less an administrative fee of \$50 (or 1/2 of spouse/youth fee), will be made if written notice of conference registration cancellation is postmarked no later than **February 3, 1995**. Cancellation requests postmarked **February 3** or later will be subject to an administrative fee equal to one-half of the registration fee.

NOTE: ALL REGISTRATION FORMS POSTMARKED AFTER FEB. 3, 1995 WILL BE PROCESSED AT THE ON-SITE REGISTRATION DESK.

HOTEL RESERVATION

HOUSING REGISTRATION - Housing reservations must be made by completing this form.
 Room Reservation Name _____ Arrival Date ____/____/____ AM/PM
 Roommate Name _____ Departure Date ____/____/____ AM/PM
 Do you have a special housing request? Suites? _____
 Please describe any special disability or handicap needs? _____

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

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

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

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

Please check one of the following: ____ 1 person, 1 bed ____ 2 persons, 1 bed ____ 2 persons, 2 beds
HOUSING DEPOSIT - Your room reservation can be guaranteed by either of the following methods:

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

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

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

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