CCM-101

City of Cambridge

IN CITY COUNCIL

December 21, 1992

COUNCILLOR WOLF
COUNCILLOR DUEHAY
COUNCILLOR RUSSELL

WHEREAS: The intersection of Appleton streets, Huron avenue and Vassal Lane is a very dangerous one; and

WHEREAS: It is also a school bus stop; and

WHEREAS: Earlier requests have not resulted in any effective action; now therefore be it

ORDERED: That the City Manager be and hereby is requested to have the Traffic Department and Police department survey the intersection with the intent of increasing safety for pedestrians; and be it further

ORDERED: That there is consideration given to adding a traffic light at that intersection along with other measures in addition to speed enforcement.

In City Council December 21, 1992.
Adopted by the affirmative vote of nine members.
Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:- D. Margaret Drury

D. Margaret Drury
City Clerk

Nation's Cities
WEEKLY
Volume 15, Number 49 — December 14, 1992, Washington, D.C.
Official Publication of the National League of Cities

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Fraser Asks Colleagues to Work for Change with New Administration

by Frank Shafroth

NLC President Don Fraser, Mayor of Minneapolis, last week wrote to mayors of the nation's cities and towns to ask for assistance in working with the new Clinton administration in shaping a national economic recovery program to provide immediate stimulus with long term economic benefits to the national and local economies.

Fraser wrote to the mayors that the NLC plan had been adopted in New Orleans after considerable discussion with leaders of President-elect Clinton's transition team. He wrote that those leaders had specifically requested more details and examples of how the NLC plan could work quickly and effectively. He urged mayors to enroll in this effort and to meet and raise it with their Congressional delegations, noting:

> "We have a unique opportunity and a responsibility as leaders to be a part of effecting changes in our country."

"We have a unique opportunity and a responsibility as leaders to be a part of effecting changes in our country."

Fraser's efforts came as President-elect Bill Clinton met with members of Congress and said he continues to press for a short term economic stimulus plan.

Clinton, making his second trip to Washington since his election, made it clear that he views an immediate economic action plan along the lines proposed by NLC's Board of Directors and adopted by NLC's membership as critical to ending the recession and beginning a long-term economic strategy for the future:

"There is no difference in my mind between my short-term economic strategy and a long-term economic strategy with one single exception, and that is: should the deficit be increased with a real stimulus in the short run for this year, to pay for the things we talked about all along, or should we go ahead and pay for it all this year and then start with our aggressive deficit reduction program in the next year?"

Clinton responded to his own question by saying, "That is a very tiny difference."



NLC President Don Fraser

The NLC Economic Recovery Plan urges that restarting the economy and changing federal budget and spending priorities to reduce the federal deficit be addressed immediately and in tandem. It calls for a focused stimulus package to be enacted by the administration and new Congress in the first 100 days to set the nation on a path of economic

See page 12 column 5

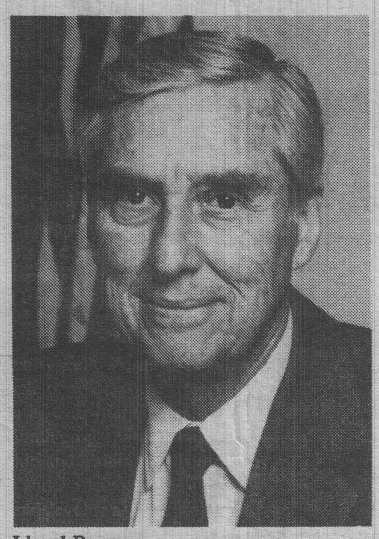
Clinton Cabinet Takes Shape Under 'Investment' Theme

by Frank Shafroth

President-elect Bill Clinton named Senate Finance Committee Chairman Lloyd Bentsen (D-Tex.) as his Secretary of the Treasury and House Budget Committee Chairman Leon Panetta (D-Calif.) as his Director of the Office of Management and Budget (OMB) last Thursday afternoon. Clinton, at a press conference where he announced the appointments of the senior members of his economic team and the first members of his new cabinet, said his nominations were a clear signal of his commitment to an "investment strategy for America."

Bentsen, who defeated President George Bush to get elected to the U.S. Senate in 1970, worked closely with NLC last summer to incorporate key provisions in his version of the urban aid tax bill to provide economic assistance and leverage bank investment in all distressed cities and towns. Panetta, a former executive assistant to New York City Mayor John Lindsay, will bring a message [illegible] firm commitment to deficit [illegible]duction to the Clinton eco[illegible]mic team.

NLC President Don Fraser, [illegible]ho served in the House with Panetta and testified on behalf of NLC before his Budget Committee earlier this year, strongly praised the appointments: "President-elect Clinton has sent a firm message to the Congress, the American people, and our cities that the era of gridlock is over, the era of blame is over, and the era of disinvestment is done. He has begun his service by selecting leaders who have bipartisan respect in the Congress, proven records, and a commit-



Lloyd Bentsen



Leon Panetta

See page 11 column 1

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NLC Supports "3D Month" Through Resolution

Message Promotes Awareness of Impaired Driving

by Erica J. Price

The National League of Cities officially resolved to support the 1992 National Drunk and Drugged Driving (3D) Month during NLCs Annual Business Meeting at the 69th Annual Congress of Cities Conference, held December 1, 1992 in New Orleans. Resolution #36 calls upon local elected officials to promote awareness of the causes of driver impairment, and to support existing and proposed laws which reduce and prevent impaired driving.

National 3D Month is a national event coordinated by the U.S. Department of Transportation's National Highway Traffic Safety Administration (NHTSA) and started in 1982. The event uses various activities, such as proclamations against impaired driving, public service announcements and news releases, to promote the public's awareness of the impaired driving problem in the U.S.

Since 1982, numerous state and local government officials have developed and issued their own proclamations for their local jurisdictions. Governors and mayors show their support by choosing to sign proclamations at press conferences attended by large numbers of media representatives as well as by activist group members and victims of impaired drivers.

The success of 3D Month is largely dependent upon efforts contributed by local elected officials and their constituencies. This is why NLC has resolved to encourage not only our members, but all local elected officials, to implement 3D Month in cities and towns across the U.S..

If you are interested in receiving more information on 3D Month or would like to receive a Program Planner, please contact Elizabeth Hendricks at NHTSA, Alcohol Programs, 400 7th St., S.W., Suite 5130, Washington, D.C. 20590, or call (202) 366-6976. ■

New NLC Book Examines Local Strategies to Curb Drunk Driving

by Erica J. Price

Innovative ways that local officials can become catalysts for action in the fight against drunk driving are described in a new book published by the National League of Cities.

"The Local Officials Guide to Drunk Driving Prevention" is designed to help local government leaders develop programs to deal with one of the most pervasive and costly threats to public safety in America—drunk driving.

Every community has suffered the consequences of the drunk driver. In 1991, approximately 20,000 Americans died in alcohol- related crashes, and thousands more were injured and maimed. These tragedies not only cause immense emotional distress on a community, but they also place substantial financial burdens on federal, state and local governments. The National Highway Traffic Safety Administration (NHTSA) estimates that impaired driving accounts for over $74 billion in annual economic costs to society.

The NLC book is designed to provide local elected officials and their staffs with several types of assistance. It educates elected officials and the general public about the local drunk driving problem. It identifies the practical steps needed to set up a comprehensive drunk driving prevention program and identifies who should be involved, outlines a program organization, and describse program goals and actions. Most importantly, it can be used to identify and unite existing drunk driving prevention program efforts within a community.

> In 1991, approximately 20,000 Americans died in alcohol- related crashes, and thousands more were injured and maimed.

The Guidebook defines roles local officials can play in drunk driving prevention; describes the national drunk driving problem; provides a practical step-by-step approach to creating a community coalition to address the local problem; examines national programs and initiatives available for incorporation into local programs; and identifies various funding sources for local efforts, with emphasis on self-sustaining funding.

Also included in the Guidebook are descriptions of two cities' award-winning, comprehensive programs. Allentown, Pennsylvania and Lafayette, Louisiana both received the grand prize award in the U.S. Conference of Mayors' 1992 National City Challenge to Stop Drunk Driving Awards (Allentown for cities over 100,000 population, Lafayette for cities under 100,000 population). These two case studies provide local officials with the opportunity to examine two very different, yet very successful comprehensive programs that are up-and-running.

Drunk driving has a devastating effect, both financially and emotionally, on all communities. Local officials can and should become catalysts for action in the fight to reduce and eliminate drunk driving from society. This guidebook can help accomplish this.

The Local Officials Guide to Drunk Driving Prevention is available for $20 for members of the National League of Cities and $30 for all other purchasers. Shipping and handling charges of $4 must accompany each order.

For additional ordering information, please write to Publications Sales, National League of Cities, 1301 Pennsylvania Ave., N.W. Washington, D.C. 20004. Inquires can be made to (202) 626-3150 or faxed to (202) 626-3043. ■

Task Force on Future of Youth in Cities Begins to Wrap Up work

by Thom McCloud

NLC's Task Force on the Future of Youth in America's Cities and towns held its last scheduled meeting during the Congress of Cities in New Orleans. "I believe we have had some very good discussions and accomplished what we set out to do," said Carolyn Long Banks, councilmember, Atlanta, Ga, Task Force chair. The Task Force will submit its final report to the NLC Board of Directors at the March Congressional Cities Conference.

At its final meeting, the task force listened to Dorothy Cantor, representing the American Psychological Association (APA). Cantor stated that an important segment that has not been involved in the discussions about the urban agenda has been psychologists. She went on to say that the training in human behavior received by thousands of certified psychologists in cities across the country can and should be tapped to help curb the high incidence of crime and substance abuse in our communities.

"As the elected leaders in cities, you know best what questions need to be answered concerning aberrant behavior, and as trained psychologists, we know something about how to find those answers. Working together, I believe we can do a lot to improve the quality of life for our youth," said Cantor. The task force members agreed that there were advantages to collaborating more closely with the group of professionals and will include such a recommendation in its final report.

Representatives of NLC's Education Task Force and Women In Municipal Government constituency group met with the task force during the summer, to identify and talk about where there might be overlap in the work each of the groups was doing individually and how they could ensure that NLC would continue its focus on youth, education and family issues beyond their efforts.

The outcome of those discussions was a set of recommendations that was jointly developed with and presented by the groups and the Chair of the Human Development policy committee to the NLC Board of Directors in New Orleans.

Since being established by NLC past president Sidney Barthelemy to examine the impact of poverty on youth, the task force has participated in hearings conducted by the National Commission on Children, collected and compiled examples of successful programs for youth and submitted a preliminary set of recommendations to the NLC Board of Directors. ■

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For NLC Members

ENTERPRISE OUTLOOK by PTI

December 14, 1992

San Diego's Jack McGrory Wins Award for Entrepreneurial Leadership

Interview Explores Reengineering of Government

Q. First of all, congratulations on winning the leadership award. I know this is a busy time for you since San Diego's new mayor was just inaugurated. Have you known her for some time?

A. Yes, Mayor Susan Golding previously served on the San Diego City Council, and is a strong advocate for entrepreneurial government.

Q. What was your main goal upon becoming City Manager two years ago?

A. When I interviewed with the Mayor and the City Council, we discussed in depth what direction I should take and how we could best work together. We targeted 3 main goals, and keep these constantly in sight.

The first goal was to practice and support entrepreneurial management. So far, we've opened 3 retail stores with this entrepreneurial theme. Any department that can identify goods that aren't being used can put them up for sale and receive 1/3 of the profits. The profits are used to buy personal computers and other items which are not available through the normal budget process.

We're also developing a plan to lay fiber optic cable around the city, using opportunities where private contractors have already opened up trenches to lay pipes or other infrastructure. Then, we plan to lease space on these fiber optic networks to the private sector.

We've installed mobile terminals in police and fire vehicles, using city developed software, and we're changing our communications sytem to 800 mhz. The next project is the use automatic vehicle locators, and we're working with the port district and the San Diego school district on that.

Another successful program is using money seized in drug deals to establish one of the first city-owned DNA labs. We're able to get results in 2-3 weeks that greatly help our ability to quickly apprehend violent criminals such as rapists and murderers.

The second goal was to establish a strong commitment toward diversity, which we consider a strength both in the community and the workforce. Over the past 17 years that I've lived in San Diego I've watched the community change tremendously. In the last 10 years, the Latino population has increased to be more than 20% of our total; the Asian population is nearly 12%.

Q. How have you involved your employees and citizens in these goals?

A. There's a trend across the country to reorganize and push authority and decision making downward in the organization. In San Diego we want to involve communities in determining and meeting their needs. In fact, this is our third main goal. We encourage employees at all levels to work directly with communities so we can be responsive to their needs.

We established a Neighborhood Pride and Protection Program, expanded branch library hours, worked with the business community to create homework centers, increased recreation center hours and after-school playground programs. We are specifically targeting latchkey children — if kids are to stay out of gangs, we need constructive alternatives for them.

Q. Do you have a basic management philosophy?

A. We need to look at ourselves as a municipal corporation. There's no reason we can't run our internal operations as efficiently as a private corporation. We're looking at streamlining and flattening the organization in ways that make us more efficient and effective. There's no magical theory, but we are trying several approaches.

Q. PTI encourages the use of technology to reengineer functions. Do you use a computer?

A. I use an IBM PC. We've tripled the number of personal computers since I became City Manager, because I feel that managers must have direct access to information. Even in these financial times we have to maintain our investment in technology.

Q. How have you managed this financially?

A. We've decentralized so that departments have the ability to reshuffle their priorities. If they feel the need for more computers to do their work properly, they can make that a priority.

Q. What role do you see for technology in San Diego?

A. We have a lot of hi-tech industry here, and we see the potential of fiber optics as an economic development tool. Also, we're planning to set up information kiosks within the next 6 months. Under Mayor Golding's direction, we hope to develop neighborhood service centers to give citizens direct easy access to information at no charge. Other types of services, such as docketing and court reports, would require a fee.

Q. What is your legislative environment for recovering the cost of information?

A. We're having legal discussions right now, the most controversial program being our Geographic Information System. We're in the final phase of developing an interlocal GIS, and by the time we've completed it we will have spent more than $10 million. Many private corporations would like access to the information, and we feel that we should at least recover the investment of our taxpayers in developing it. Considering the Freedom Of Information Act this is controversial, but we feel strongly that this product is an asset that shouldn't be given away.

Q. What experiences have you had with the organizational aspects of introducing new technologies?

A. Organizational issues are fundamental. Problems we had 3 or 4 years ago were cases in which employees were not consulted in developing systems; data processors would just go ahead and do the work, and then employees had to live with it. You pay dearly for that. Employees have to be involved in developing and designing the system. Anytime you design a new system that represents change, and people naturally fear change. The key is to keep them involved. There's also a continuing emphasis on training. Even with major cutbacks, technology and training are a priority.

Q. How do you foster an environment of innovation?

A. The key for us is — you've got to be able to accept that there will be failures. We try to recognize positively employees who have taken a risk, even if it becomes a failure. We are moving into uncharted waters here; this is very unique to American organizations.

Q. How have you dealt with failure?

A. One of our failures was an earlier attempt to develop our GIS. We were in a partnership with a large corporation. After several years of effort, we jointly agreed to terminate the relationship and we went on to develop our own system.

Another important factor of fostering innovation is to celebrate our successes. In the public sector, we live under a microscope, and the media tends to focus on negatives — you end up getting a terrible picture. We emphasize the need to broadcast our innovative successes. We recognize positive achievements at our televised council meetings. For instance, during the L.A. riots, San Diego police officers and firefighters did a tremendous job to help, and we applauded that. Another instance was a major sewage break, which could have been disastrous for the City. Staff did a wonderful job under budget and ahead of schedule, and we recognized them publicly for that

The Mayor and Council recognized when I first came on board that it was very important to change the way we do business. We just have to do things differently. Our

See page 9 column 1

PTI

LEADERSHIP AWARD

THIS MONTH

Change, entrepreneurial initiative, innovative use of technology to reengineer government services are the basic attributes of PTI's Annual Leadership Award Winner. This year the award went to San Diego's City Manager Jack McGrory, who boldly challenged the status quo upon appointment to position of CEO two years ago. Mr. McGrory embodies the attributes of a public entrepreneur.

Mr. McGrory's plan for leading his City into the future focuses on an entrepreneurial management approach, a key expectation established with the Mayor and City Council during the City Manager selection process. The plan includes:

- Continuing the City's Service Enhancement Program
- Viewing the City as a municipal corporation
- Enhancing revenue sources
- Eliminating red tape
- Taking advantage of new and proven technology
- Being fiscally conservative

Congratulations, Jack McGrory!

PTI's Enterprise Outlook is a monthly feature of Nation's Cities Weekly, the official publication of the National League of Cities. Public Technology, Inc. is the research, development and commercialization arm of NLC, NACo and ICMA.

Editor: Taly Walsh,PTI, 202/626-2412.

PTI's President is Dr. Costis Toregas

WIMG Members Choose Leadership for 1993

By Kathryn Shane McCarty



WIMG officers for 1993: Sheila Jackson Lee, communications officer; Margaret Carroll Barrett, first vice president; President Abbe Land; Immediate Past President Beth Boosalis Davis; and Maryann Mahaffey, second vice president.

The Women in Municipal Government's board of directors met on Sunday, November 29th to accept the slate of 1993 officers and board members. The 1993 officers of WIMG are, President: Abbe Land, councilmember, W. Hollywood, Calif.; First Vice President, Margaret Carroll Barrett, councilwoman, Jackson, Miss. Second Vice President Maryann Mahaffey, Council President, Detroit, Mich. Communications Officer Sheila Jackson Lee, councilmember, Houston, Tex.; and Immediate Past President Beth Boosalis Davis, Alderwoman, Evanston, Ill.

The board appointments for 1993 were made for two- and one-year terms. Ouida MacGregor, councillor, Santa Fe, N.M. will serve a one-year term.

Serving two-year terms are: Sue Baum, mayor, Creve Coeur, Mo.; JoAnn Boscia, councilmember, Lakewood, Ohio; Martha Choe, Councilmember, Seattle, Wash.; Teresa Ann Isaac, vice mayor, Lexington, Ky.; Deanna Koski, Sterling Heights, Mich.; Mary Watson Nooe, councilmember, Raleigh, N.C.; Judith Olson, councilmember, Madison, Wisc.; Nancy Padilla, councilmember, Rochester, N.Y.; Amber Travsky, mayor, Laramie, Wyo. and Alice Wolf, Councillor, Cambridge, Mass.

For more information about the Women in Municipal Government caucus, please contact Kathryn Shane McCarty, staff liaison, at (202) 626-3181. ■

WIMG Hosts Brunch at Lindy Boggs' Home in New Orleans

By Kathryn Shane McCarty

Nearly two hundred women elected officials gathered at the home of former Congresswoman Lindy Boggs in the historic French Quarter of New Orleans on Sunday, November 29. The WIMG leadership dedicated the brunch to the memory of Mrs. Boggs' recently deceased daughter, Barbara, who was serving as mayor of Princeton, N.J. at the time of her death.

The Congresswoman commended her guests on their commitment to public service and asked them to persevere because women elected officials bring a different perspective and agenda to the table.

The host committee included Melinda Schweggman, Louisana's lieutenant governor; Mary Landrieu, Louisiana's state treasurer; New Orleans Councilmember Jackie Clarkson, Councilmember Dorothy Mae Taylor, and Councilmember Peggy Wilson.

The attendees were grateful and appreciative that Mrs. Boggs opened her home and shortened her Thanksgiving holiday to participate in the event. "What a tremendous privilege to be in the presence of this great lady," expressed one of the participants.

A second WIMG event, the WIMG Forum, was scheduled to be held on Tuesday afternoon at the Superdome. Unfortunately, the forum, which was originally scheduled as a taping of the Angela Hill show, was called off due to a last minute cancellation by Hill.

The forum was scheduled to discuss the results of the November election from a woman elected official's perspective.

However, the cancellation worked to the advantage of the WIMG agenda as it allowed the constituency group's members to attend the full NLC annual business meeting to voice their opposition to NLC's stand on the Family and Medical Leave Act.

In fact, WIMG board members were instrumental in striking existing policy language opposing the passage of federal family and medical leave legislation. At the annual business meeting, delegates voted to strike the opposition language and to encourage city officials to implement family and medical leave policies within their cities. Changing NLC policy on this issue was a major objective of the WIMG work program during 1992. ■

NLC Women's Group Explores Female Leadership and Power

By Kathryn Shane McCarty

The secrets of women's leadership styles were the focus of a half-day seminar co-sponsored by Women in Municipal Government and NLC's Leadership Institute. The seminar was led by Dr. Dorothy Cantor, the co-author of the best-seller, Women in Power: the Secrets of Leadership.

Nearly 150 women elected officials gathered to hear Cantor and the panel of women local elected officials discuss their views on power and influence. The panel included Councilmember Martha Choe of Seattle, Councilmember Abbe Land of West Hollywood, Calif., Louisiana State Treasurer Mary Landrieu, Councilmember Sheila Jackson Lee of Houston, and Manhattan Borough President Ruth Messinger.

Cantor set the tone by explaining how we socialize little girls and young women to take subordinate roles to their male schoolmates and siblings. She described three characteristics which are exemplified in her sample of women elected officials — Competent self, Creative Aggression and WomanPower.

The panelists then responded to questions posed by Cantor, giving the participants insight into their self-perception of their psychological compositions. This was followed by a question and answer session between the workshop participants and the panel. ■



Dorothy Cantor, at podium with panelists (left to right) Abbe Land, Sheila Jackson Lee, Mary Landrieu, and Ruth Messenger.



University Communities Caucus Officers for 1993, from left to right: First Vice Chair Betty Jane Kissler; Secretary/Treasurer Anna L. Owens; Chair Ronald L. Gardner; Former Chair MaryAnne McCollum; Second Vice Chair Michael Schor.

University Communities Caucus Confronts Town/Gown Issues in Variety of Formats at Conference

by Dorothy Cheek

The University Communities Caucus (UCC) held its Board of Directors' meeting and business meeting during Congress of Cities in New Orleans.

Former UCC Chair, Mary Anne McCollum, Mayor of Columbia, Mo. conducted both meetings. New UCC Officers were elected during the business meeting. The newly-elected officers are: UCC Chair, Mayor Ronald L. Gardner, of Newark, Del.; First Vice Chair, Betty Jane Kissler, Councilmember from San Marcos, Tex.; Second Vice Chair, Michael Schor, deputy mayor, Mansfield, Conn.; and Secretary/Treasurer, Mayor Anna L. Owens of College Park, Md.

Topics covered during the UCC business meeting were the development of ideas about policy regarding higher education and lifelong learning and aid for non-traditional students for consideration by NLC's policy process.

University student populations have become significantly more diverse. In addition to traditional university populations, campuses are seeing the return of individuals who either must be re-trained in their present area of employment or seek education and training in completely new and different fields. Also, single-parent students and older students with families are returning to the college campus. Therefore, child care facilities have become a matter of concern for universities.

Mayor McCollum led the group in discussions around mechanisms for gathering information and examples of problem-solving on issues such as noise ordinances, housing, policing, sanitation, adequate research funding, and many other issues that are being brought to the table for discussion by both university leadership and local municipal officials.

Prior to the UCC business meeting, a special workshop on Town/Gown Committees was conducted.

Often, in university communities, disagreements and tensions can arise over issues ranging from student housing and parking, to student behavior and lifestyle differences, to zoning and finances. An effective way for local governments and educational institutions to deal with these issues and establish a mutually beneficial working relations is through continuing, structured committees.■



Small Cities Officers for 1993: Second Vice Chair Darold Benzk; Chair Richard Haas; First Vice Chair Marge Schramm; and Immediate Past Chair Jimmy Burke.

Mayor Haas Will Lead Small Cities Council for NLC

by Sandra Yamane

The Small Cities Council (SCC) met at the Congress of Cities and elected officers for 1993. The council will be led by newly elected Chair, Mayor Richard Haas of Trotwood, Ohio.

Haas will serve with fellow SCC officers: First Vice-Chair Marge Schramm, mayor of Kirkwood, Mo.; Second Vice-Chair Darold Benzk, mayor of Beulah, N.D.; and Immediate Past-Chair Jimmy Burke of Deer Park, Tex.

Infrastructure improvements, opposition of unfunded federal mandates, economic development, prioritization of environmental mandates, and increased regionalization of basic services were some of the issues identified as most important to small cities and towns in the next year.

In his report to the Council, Mayor Jimmy Burke noted some of the accomplishments of the Small Cities Council in 1992, including the results of a survey on the impact of the Americans with Disabilities Act on small cities and towns. The ADA survey results indicated that the vast majority of small cites have complied or are taking the necessary steps to come into compliance with the ADA. The survey also found thus far, the cost of compliance with ADA has had little impact on small city budgets.

Other activities of the Council included the publication of eight articles in Nation's Cities Weekly written by SCC steering committee members covering a variety of topics of interest to small cities and towns.

Mayor Burke noted the strong representation of small cities on each of NLC's five steering committees and on NLC's Board of Directors in 1992. Eleven members of the Finance, Administration and Intergovernmental Relations (FAIR) steering committee were from small cities, 19 members on Energy, Environment and Natural Resources (EENR), 21 members on Community and Economic Development (CED), 15 members on Human Development (HD), and 17 members on Transportation and Communication (T&C). There are 35 members on each steering committee. The 1992 Board of Directors included ten city officials from small cities.

Mayor William Westbrook, mayor of Jackson, Wyo. (population 5,000) provided the SCC with an update of ongoing discussions with the U.S. Environmental Protection Agency and local government officials concerning compliance with environmental mandates. Mayor Westbrook noted that compliance with EPA mandates presents a problem for all cities and stressed the importance of forming a coalition of cities of all sizes to address this issue.

The Small Cities Council will meet again in March at the Congressional City Conference in Washington, D.C. For more information on the Small Cities Council, contact Sandra Yamane, NLC Staff, at (202) 626-3020. ■

Constituency, Member Group Leaders Meet With Borut



NLC Executive Director Don Borut met with the leadership of NLC's constituency and membership groups. Left to right Sharon Priest, Capital Cities Caucus; Mile Matoma, APAMO;Adolf Olivas, HELO; Don Borut; Ron Gardner, UCC; Carl Nixon, NBC-LEO; Abbe Land, WIMG; Richard Haas, Small Cities.

Scenes from the 69th Ann



Carver Davenport, music director at Dillard University, sang the national anthem at the Opening General Session



The rush to the next session.



The environment was on everyone's agenda.



The St. Augustine H.S. Marching One Hundred regaled delegates with their musical talents.



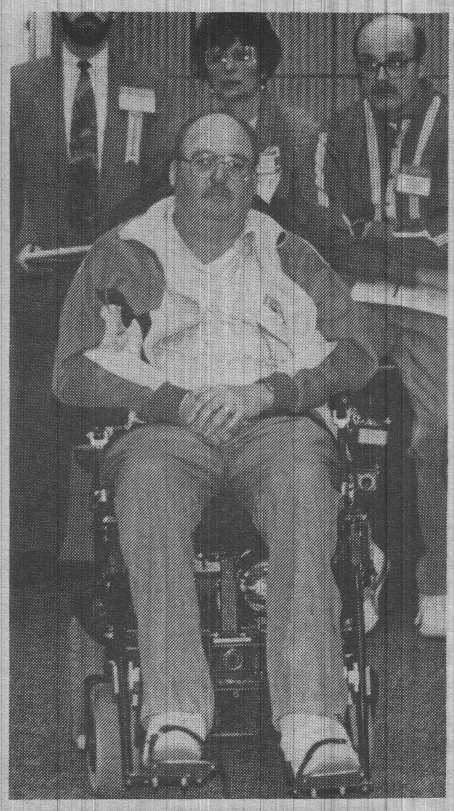
Workshops were well attended.



A bird's eye view of the exhibit hall.

nual Congress of Cities

November 28-December 2
New Orleans, Louisiana



The accessibility of the Ernest Morial Convention Center made participation possible for everyone.



Speakers were well received.



Newcomers to the Congress of Cities, above and below, learned how the meeting works.





Advisory Council Reports on Families and Communities

by Dorothy Cheek

The year-long efforts of NLC's Advisory Council and the Futures Process activities devoted to family-friendly neighborhoods concluded with the release of "Families & Communities" during the 1992 Congress of Cities in New Orleans.

Rejecting the debate over family composition, the Advisory Council report focuses on family function. By shifting from thinking about families in isolation to seeing them as part of the way communities function, the report focuses on community context for family success.

As a result, "Families and Communities" examines how families and communities depend on each other to:

- provide a healthy and secure environment
- care for each generation
- transmit values
- meet economic needs
- establish social networks

The report highlights ways cities can mobilize to strengthen families and offers suggestions to municipal officials for "next steps" toward building family-friendly communities.

Two major purposes shape the Advisory Council's 1992 futures report. They are:

- to develop pragmatic approaches that go beyond the fierce debates and ideological false choices that have dominated other discussions about this topic, and
- to focus practical discussion of the needs of families on the supporting functions of communities and local governments.

To present these analyses, the 24-page report uses specific examples from cities and towns across the country.

"Families and Communities" urges a shift in strategic perspective from the "deficit model" (that narrowly focuses on services and family failures) to a "capacity model" that sees families in their community contexts and builds supportive systems that make family success more likely. The report places less emphasis on crisis-oriented social services and more emphasis on re-aligning regular municipal functions, as needed, to be more supportive of families. The policy agenda for state and federal roles must be developed around local realities.

During the Advisory Council's meeting at COC, Chair Lottie Shackelford of Little Rock, Arkansas acknowledged the collaborative efforts that "makes this report one that truly fits in with the whole theme of what NLC is doing..." Shackelford viewed the report as "a truly visionary document for where we will see cities go, particularly as they work in the area of trying to strengthen families."

NLC President Don Fraser, Mayor of Minneapolis, in addressing the group, stated that "the [report's] emphasis on building community....the emphasis on working on the positive side....the emphasis on making connections in neighborhoods....all fit with my own impression about what we need to be thinking about as city officials."

Copies of the 1992 Futures Report, "Families and Communities" can be obtained by contacting the NLC Publications Office. You can write to: National League of Cities, 1301 Pennsylvania Avenue, N.W., Washington, D.C. 20004; or call (202) 626-3150. ■

> "A truly visionary document for where we will see cities go, particularly as they work in the area of trying to strengthen families."
>
> Lottie Shackelford
> Little Rock, Ark.
> Chair, NLC Advisory Council

AIDS Awareness Stressed at Conference

by Tom Sullivan

A number of events designed to raise awareness of AIDS and HIV awareness were included in the 69th Annual Congress of Cities held in New Orleans between November 28 and December 2.

The last day of the conference coincided with "1992 World AIDS Day" as declared by the World Health Organization. It is estimated that between 10 and 12 million people worldwide are infected with HIV, the virus that causes AIDS, with more than 150,000 deaths attributed to the disease in the United States.

In one of the concurrent workshops held on the second day of the conference, councilmembers from the cities of West Hollywood, Calif. and Baltimore, Md. discussed program ideas on the topic of "The Municipal Role in Preventing AIDS". Both cities have made significant efforts to reach diverse populations with information and services aimed at combating the spread of the virus.

The workshop was moderated by Mayor James Scheibel of St. Paul, Minn. He urged those in attendance to wear the red ribbons provided at the session in support of the fight against AIDS and to work to change the sense of denial about the spread of the virus. Approximately 30 people attended the workshop. Scheibel spoke of the need for increased attendance at future AIDS related workshops and asked the group's assistance in reaching that goal.

West Hollywood has been hard hit by the disease with nearly 10 percent of its population living with HIV or full blown AIDS. Councilman John Heilman spoke of the municipal response to AIDS in a community that has suffered such a severe toll, including the loss of the City's founder to the disease. The city has produced an array of information pamphlets and posters in several different languages that are used to reach diverse communities.

It was emphasized that an AIDS education program must be tailored, sometimes using explicit language, if the message is to connect with the people that a city is trying to reach.

Heilman added that developing an HIV/AIDS information collection at the city's public library has proven to be an effective way to reach individuals who might not use information hotlines or visit a clinic.

Heilman also provided copies of a city produced manual that deals with the issue of AIDS in the workplace. "Working Together: AIDS and Other Catastrophic Illnesses in the Workplace" provides information on employee's rights, work environment accommodation and services available to the stricken employee. There are also sections of the document geared toward supervisors and coworkers of persons with AIDS.

Councilman Carl Stokes of Baltimore stressed the need for the public to overcome the perception that AIDS is "someone else's problem." The Baltimore City Health Department has developed a network of outreach programs that provide services to the historically "hard to reach populations" employing a staff that reflects the diversity of the city. These programs promote AIDS education and prevention on street corners and in laundromats, in jails and detention centers, in businesses and churches.

Stokes shared copies of a newsletter published by the Center for Applied Nomadology, Inc. which is described as an "outreach tool for education and survival". Over 7,000 copies of "Street Voice" are distributed on the streets of Baltimore each month, addressing the risk of AIDS infection to IV drug users and and street hustlers. The November 1992 issue presents a pro & con forum on the City's needle exchange program drawn from interviews with current and former drug users. The publication is funded through the City Health Department using Ryan White Title I funds.



Portions of the AIDS Quilt were displayed at the Convention Center

Baltimore also operates the Ujima Women's Outreach Program which provides HIV education and risk reduction messages to women who are not able to access health facilities. The program has operated from a van for the past three years, traveling the streets of the city providing a variety of counseling and testing services. In another program, runaway children are reached through peer and near-peer counselors who share HIV/AIDS prevention messages and walk through the HIV tesing process.

For more information contact Tom Sullivan, National League of Cities, Municipal Reference Service (202) 626-3130. ■

HELO Uses Conference to Solidify, Build Role for Hispanics in NLC

by Julio Barreto

The election of new officers and the establishment of a working committee to address issues of particular concern to Hispanics dominated the business completed by the Hispanic Elected Local Officials (HELO) during the National League of Cities' Congress of Cities in New Orleans, November 28 to December 2.

Immediate past president Peso Chavez, Councilman from Santa Fe, N.M., turned over the leadership of the organization to the Adolf Olivas, mayor of Hamilton! Ohio during a reception sponsored by Cisneros Assets Management Corporation, culminating HELO's activities during the meeting. Cisneros Assets Management Corporation is owned by former NLC president and former San Antonio Mayor Henry Cisneros.

Olivas pledged to work with HELO members in their communities to promote HELO's mission to represent and promote Hispanics within NLC. Completing the list of HELO's 1993 officers are: Fred Guerra, councilman from San Marcos, Tex.; Tom Morales, vice mayor of Avondale, Ariz.; and Elia Benavides, a councilmember from Hidalgo, Tex.

Newly elected board members are: Roger Perez, councilman from San Antonio, Tex.; Bernardo Negron-Montalvo, mayor of Villalba, P.R.; Antonio Vazquez, Councilman from Santa Monica, Calif.; Mike Hernandez, councilman from L.A., Calif.; and Marco Reyes, mayor of San Luis, Ariz.

This year HELO elected to change its existing by-laws to have all officers serve a one-year term rather than a two-year term in the interest of providing more leadership opportunities within HELO.

The membership also endorsed a resolution originally adopted by NLC's Community and Economic Development (CED) Steering Committee that provided conditional support for the North American Free Trade Agreement (NAFTA). NAFTA is an agreement between the United States, Mexico and Canada that would reduce trade tariffs between the three countries.

HELO also created a training committee and a new committee which will establish criteria for candidates seeking HELO's endorsement when they run for NLC office. The training committee will consist of Domingo Garcia, councilman from Dallas, Tex. and chair of the training committee; Vazquez, Hernandez and Alicia Sanchez, mayor of Port Huron, Mich.

The other committee, which has yet to be named, consists of Olivas, Guerra, Benavides, and Morales. ■

PTI

from page 3

three goals have become part of our culture, including the preparation of the budget. With limited resources, I've asked departments to go back and reprioritize their work.

I can't emphasize enough how important human services are, providing services to our communities, as well as constructive activities for youth.

Q. Are you working jointly with the county on any of these programs?

A. I believe that with current economic conditions, the only way to survive and become stronger is to use strategies like consolidation. Mayor Golding coming on Board will be a big help because she's an advocate of it, and she spent 8 years on the Board of Supervisors for the County.

Q. Other than the San Diego City Store, what are some non-traditional municipal assets you've uncovered?

A. One is in the area of landfills. We put out an RFP to see if any rock aggregate companies would be interested in mining one of the area landfills. We signed with a company that is mining it, and the City now gets $300,000 per year in profits. What they do is mine holes into the landfill and extract as much rock as they can use for roads and construction activity, thereby increasing our landfill space. It's been enormously successful.

Another asset is our recyclable products. We found a company to make insulation material out of our recyclables. We found a site for this company in San Diego, they pay us about $250,000 a year, and it's created 40 new jobs in San Diego.

Q. Do you find you have to be tough negotiators to achieve these results?

A. We have to be very tough. But basically, we maintain, and the private sector realizes, that we're sitting on assets that belong to the City and these should bring positive returns to our taxpayers. We just have to hold the line.

Q. How has private industry helped you?

A. I think we can learn a lot from the private sector. In the last 2 years we had several citizens committees comprised of business leaders. Many of their recommendations were adopted by the City Council. A review of economic development practices led to streamlining procedures and encouraged business growth. This type of participation helps to forge successful partnerships.

As we approach the 21st century, we need a spirit of cooperation to adequately provide for a growing diverse population.

— Interview by Taly Walsh, PTI.

Also recognized this year with technology commendation awards for outstanding leadership and technology management were:

Larry Brown,
County Administrator, Washtenaw Co, Michigan

Michael Garvey
City Manager, San Carlos, California

Jan Hart
City Manager, Dallas, Texas

Joe Lanford
City Manager, Rock Hill, South Carolina

Thomas Muehlenbeck
City Manager, Plano, Texas

Donald "Pat" Shalmy
County Manager, Clark County, Nevada ■

ARE YOU A GREEN CONSUMER?

Test Your Environmental IQ by Taking the Test Below

THE QUESTIONS

1. Which consumer choice below most clearly benefits the environment?

a. Using cloth diapers instead of disposable ones
b. Using paper grocery bags instead of plastic ones
c. Buying soft drinks in aluminum cans instead of plastic bottles
d. Buying "green" laundry detergent instead of a standard brand

2. Which product below is an important source of lead exposure?

a. Oil-based house paint
b. Hand-made ceramics
c. Lead-soldered tin cans
d. High-test gasoline

3. Which hazard below poses the greatest public health risk?

a. Toxic waste dumps
b. Oil spills
c. Radon
d. Pesticide residues in food

4. How does buying products made from recycled paper help the environment?

a. It saves forests
b. It saves energy
c. It saves landfill space
d. All of the above

5. Which action below has the largest long-term environmental impact?

a. Buying plastic items
b. Owning a car
c. Having a child
d. Throwing out trash

6. Phosphate-free detergents are better for the environment because:

a. They don't promote algae growth
b. They're more biodegradable
c. They're less toxic to freshwater fish
d. All of the above

7. Which steps below are effective ways to save tropical rainforests?

a. Buying foods made with rainforest products
b. Recycling paper
c. Not buying teak or mahogany
d. None of the above

8. Which product below is the worst threat to the ozone layer?

a. Hair spray
b. Plastic foam coffee cups
c. Cars
d. Refrigerators

9. If global warming is occuring, which action below would best slow it down?

a. Not buying aerosol sprays
b. Joining a carpool
c. Recycling cans and bottles
d. None of the above

10. Paper grocery bags are environmentally preferable to plastic bags because:

a. They're recyclable
b. They're biodegradable
c. They're made from a renewable resource (trees)
d. None of the above

11. When you buy a fast-food burger and soda, the most environmentally destructive item on your tray is:

a. The burger packaging
b. The paper cup
c. The hamburger patty
d. The plastic straw

12. The package label that best indicates a product benefits the environment is:

a. Ozone-safe
b. Biodegradable
c. Recyclable
d. None of the above

Answers on page 10

This quiz appeared in **Consumer Reports**, the monthly magazine of Consumers Union. Of some 963 **Consumer Reports** subscribers who responded to the questionnaire, most answered the questions incorrectly two-thirds of the time. As **Consumer Reports** aptly put it, "The problem is not that consumers are ill-informed, but that environmental matters are complex, and much of the information that reaches the public is simplistic or downright inaccurate."

Can you do better than Consumer Union (CU) members? **Nation's Cities Weekly** picked the toughest 12 of the 16 questions posed by **Consumer Reports**, and these "dirty dozen" appear at left. Quiz answers, with brief explanations and the choices of CU members, are on page 6. "Are you a Green Consumer," copyright 1992 by Consumers Union of U.S., Inc., Yonkers, NY 10703. Excerpted with permission from **Consumer Reports**, November, 1992.

Supreme Court Rules that City May be Liable for Landlord's Seizure of a Mobile Home

by Kate Herber Gustafson

In a unanimous opinion delivered last week by Justice Byron R. White, the U.S. Supreme Court ruled that county sheriff's deputies furtherance of a mobile home park owner's unlawful removal of a mobile home from the park constituted a "seizure" of property under the Fourth Amendment for which the municipality may be financially liable.

Soldal v. *Cook County, Illinois* arose in 1987 when, without an eviction order, Soldal's mobile home was forcibly removed from the park, and thereby extensively damaged, by the mobile home park owner. At the request of the park owner, several Cook County sheriff's deputies were present while the mobilehome was being removed. The deputies knew that no judicial eviction order had been issued but took no steps to intervene.

In an *amicus* brief filed through the State and Local Legal Center, NLC argued that the Fourth Amendment does not apply to the removal of the mobile home from the park and asked the Supreme Court to affirm the opinion of the Seventh Circuit.

Background

Soldal brought an action in federal district court under Section 1983, alleging that the mobile home park owner had conspired with the sheriff's deputies to unreasonably seize his home in violation of his Fourth and Fourteenth Amendment rights. The district court granted Cook Countys' motion for summary judgment.

The Court of Appeals for the Seventh Circuit affirmed, ruling that a"pure deprivation of property" was not a "seizure" under the Fourth Amendment.

In reversing the decision of the Seventh Circuit, the U.S. Supreme Court said that "As a result of the state action in this case, the Soldals' domicile was not only seized, it literally was carried away, giving new meaning to the term "mobile home." We fail to see how being unceremoniously dispossessed of one's home in the manner alleged to have occurred here can be viewed as anything but a seizure invoking the protection of the Fourth Amendment." ■

High Court Refuses to Hear Housing Law Case

The U.S. Supreme Court has refused to hear an appeal of the Washington State Supreme Court ruling in the combined cases of City of Seattle v. Robinson and *City of Seattle* v. *Sintra*, which held that a City housing law violated the federal due process clause because it was "unduly oppressive." NLC had filed an amicus brief in support of the City of Seattle's petition for a Writ of *Certiorari*.

Green Consumer Quiz Answers

See Quiz on page 9

1. c. Aluminum cans are widely recycled, saving energy and raw materials. Plastics recycling is not yet widespread. Neither type of diaper has a clear environmental advantage — disposables consume more raw material and landfill space; washing cloth diapers uses more water and energy. Nonphosphate detergents already are required in most regions of the U.S. where phosphates could damage the ecosystem. So-called "green" detergents offer little or no advantage over other nonphosphates. For grocery bags, the issue is not paper or plastic: the best option is to reuse the bags you shop with. CU results: 10% answered correctly; 59% picked diapers.

2. b. Hand-made ceramics, particularly some brightly-colored imported pieces, may be improperly fired and glazed, so they can leach lead, especially into acidic foods like citrus juices and tomatoes. All other items on the list used to contain lead, but don't any longer. CU results: 23% answered correctly; 23% picked tin cans, 26% had no answer.

3. c. Radon gas occurs at dangerous levels in many homes built over uranium-rich soil or rocks. EPA estimates that radon may cause 5,000-20,000 of the 150,000 lung-cancer deaths each year. Pesticides pose a lower threat than radon, and very few people are actually exposed to toxic waste. Oil spills affect ecosystems, not human public health. CU results: 14% answered correctly; 51% said toxic waste.

4. c. Landfill space is saved by buying recycled paper. Recycling paper doesn't "save" trees, since they're grown on tree farms and are harvested at sustainable rates. Virtually no paper comes from ancient forests. On a life-cycle basis, no convincing analysis has yet emerged to show that recycling paper saves energy. CU results: 2% answered correctly; 86% said "all."

5. c. Having a child creates a lifetime consumer of the planet's resources and energy. CU results: 25% answered correctly; other responses split fairly evenly.

6. a. Algae growth is reduced with phosphate-free detergents. Biodegradability isn't related to phosphate content, and phosphates aren't particularly toxic to fish. CU results: 6% answered correctly; 60% said "all."

7. d. None of the options really helps tropical rainforests. Virtually all pulpwood grown for paper comes from commercially-managed tree farms in temperate zones, not from tropical rainforests. Avoiding foods or wood products from rainforests may have a small beneficial effect, depending on where the forests are and how they are managed. Ultimately, however, rainforest destruction is driven by demographic, economic, social, and political pressures that are largely unaffected by the choices of U.S. consumers. CU results: 31% answered correctly; 29% said recycling.

8. c. Cars, with their leaky auto air-conditioning systems, are the largest source of ozone-depleting chlorofluorocarbons (CFCs.) Refrigerators also contain CFCs, but don't leak as much. CFC use in aerosol sprays has been banned in the U.S. for some time. CU results: 31% answered correctly; 27% said refrigerators.

9. b. Joining a carpool reduces emissions of the leading "greenhouse" gas, carbon dioxide. CU results: 41% answered correctly; 37% said aerosols.

10. d. None is correct. Paper bags are theoretically biodegradable, but hardly any degradation takes place in a dry, modern landfill. Both bags are theoretically recyclable, but few companies or cities collect them. Paper is a renewable resource, but that's an economic argument, not an environmental one. Re-use of whatever shopping bags you use is the best solution. CU results: 8% answered correctly; 40% said biodegradability, 37% said recyclability.

11. c. The hamburger patty — leaving aside dietary health and gastronomical political correctness — is an environmental problem because modern, intensive beef-raising practices put too many cows in one place and use vast amounts of water and energy. In Texas, for example, cattle-raising accounts for 25 percent of the state's water consumption. Raising beef also generates substantial pollutants in the feed production cycle (pesticides and fertilizers for grain) and in animal holding operations (feedlot run-off.) Packaging is a small problem in comparison. CU results: 5% answered correctly; 52% said packaging, 30% chose the straw.

12. d. None of the labels has any real meaning. Almost all products are recyclable in theory, but many are not in practice. Biodegradability and ozone claims are even feebler (see answers to questions 8 and 10.) CU results: 6% answered correctly; 44% said recyclable, 27% chose biodegradable.

Task Force on Cities' Roles in Education Ends Work on High Note



The NLC Task Force on Cities' Roles in Education celebrated the release of its new primer, Education: Everybody's Business, during the recent Congress of Cities in New Orleans. The Task Force concluded over two years of successful work with the release of the book, which details seven roles for local governments to play in education and describes 29 efforts which demonstrate these roles. The festivities also included the premier showing of a new 14-minute video, in which mayors and council members from ten cities and towns make the case that "education is everybody's business." Copies of the book and the primer are available by contacting the NLC Publications Office.

During the Task Force meeting, American Express Vice President Les Goldberg (second from right) expressed his pleasure with the new book, for which the American Express Foundation provided financial support. Others who were pleased with the positive reception for the book included (from left to right): Tim Owens, Task Force Chair and Council Member, Overland Park, Kan.; Mary Anne McCollum, Task Force Vice Chair and Mayor, Columbia, Mo.; John Kyle, NLC Staff; Linda Horowitz, Task Force Vice Chair and Council Member, Vancouver, Wash.; Norman Rice, Task Force Founding Chair and Mayor, Seattle, Wash.; Mr. Goldberg; and Don Borut, NLC Executive Director. Task Force leaders absent from the photo were Alice Wolf, Councilor, Cambridge, Mass.; Katie Nack, Vice-Mayor, Pasadena, Calif.; and New NLC President Don Fraser, Mayor, Minneapolis, Minn.

Appointments

from page 1

ment to making government work.

"In presenting his new, economic team, the President-elect has taken the first step toward changing federal budget and spending priorities toward investing in the future of our communities and our kids and to setting us on the road to deficit reduction."

Panetta authored legislation last May to eliminate the federal deficit by 1998 through a combination of freezing federal discretionary spending and imposing "pay-as-you-go" rules on federal entitlement and tax spending. In introducing that bill, Panetta made clear that reinvestment in the nation will be difficult until the federal government is ready and willing to make the hard choices in entitlement spending and taxes necessary to reduce the federal deficit and pay for investments in the country's future.

Bentsen introduced his version of the urban aid tax bill shortly after the NLC summer board meeting and included provisions to provide cities and towns with the new authority to issue tax exempt economic development bonds. His bill also would have reauthorized expired municipal authority to issue mortgage revenue and small issue industrial development bonds, eased restrictions on traditional municipal bonds, and created incentives for local banks to invest in local economic development. The Bentsen bill would have created up to 150 billion in tax incentives and $2.5 billion in direct grants to those cities and towns.

Clinton also announced his nominations of Robert Rubin to be his Economic Advisor, Alice Rivlin to be Deputy OMB Director, and Roger Altman to be the Deputy Secretary of the Treasury. In response to a question about Rubin's role and responsibility, Clinton said Rubin would be in charge of his Economic Security Council--which, he said, would be comparable to the current National Security Council.

The President-elect said that he planned for the Economic Security Council to have a broad role in coordinating domestic economic policy and that he planned to include the Departments of Commerce and Labor in that process. He clarified that Bentsen would be the chief economic spokesperson for the administration , after Clinton. ■

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Positions

BUILDING OFFICIAL: The City of Ames, Iowa, a university community of 47,000, is seeking a Building Official. This position directs the activities of the Inspections Division and is responsible for the enforcement of all City building, mechanical, electrical, plumbing and related codes. Supervises a staff of six. Requires a Bachelor's degree in construction engineering, architecture or related field plus five years of construction experience including three years as a supervisor; or an equivalent combination of training and experience. Starting salary $33,410-$41,727 plus a comprehensive benefits package. **To apply contact City of Ames, Human Resources Department, 515 Clark Avenue, Ames, Iowa 50010. (515) 239-5199.** City of Ames application and questionnaire must be received by **January 11, 1992**. EOE/AA.

CHIEF OF POLICE: The City of Natchez, Miss. (pop. 19,460), is seeking a Police Chief to manage a department of approximately 70 employees. Persons interested in applying for the position must be a U.S. Citizen, at least 21 years of age, of good moral character, and they should be experienced and familiar with the diverse operation of a law enforcement agency and qualify in two or more of the following areas: 1. have minimum of two years of college level academic training or a bachelor's degree in criminal justice, public administration, personnel, one of the social sciences, management or related field; 2. a minimum of 10 years experinece in law enforcement with some administrative experience; 3. previous experience as Chief of Police or head of law enforcement agency; 4. at least 15 years in a responsible law enforcement capacity; 5. at least 5 years of management or supervisory experiences with a law enforcement agency. Applicants should also agree to a pre-employment physical, pass a drug screening, meet minimum standards for Mississippi Law Enforcement officers, and live in or relocate to Natchez. Salary, plus fringes, negotiable depending on experience and qualifications. Resumes and questions should be forwarded by **January 8, 1993,** to: **City Clerk, City of Natchez, P.O. Box 1185, Natchez, Miss. 39121-1185.** The City of Natchez is an Equal Opportunity Employer.

COMMUNITY DEVELOPMENT DIRECTOR: City of Flagstaff. Flagstaff, Ariz. (pop. 48,000). Located in the cool mountains of Northern Arizona just two hours from Phoenix, Flagstaff provides a wide variety of educational (including both a two-year community college and a four-year state university) and cultural opportunities, as well as being the Coconino County Seat. The economy is diverse, with tourism as its largest industry and a growing center for distribution and high tech manufacturing. Reporting directly to the City Manager, this position is responsible for managing the divisions of engineering, planning and zoning, and building inspection, which comprise the Community Development Department. Requires a bachelor's degree in a related field, five years' experience at the director level of a governmental division related to community development, and experience in community redevelopment. Salary range $55,224-$80,121, depending on qualifications. To apply for this outstanding career opportunity, submit your resume by **January 8, 1993,** to: **City of Flagstaff-Community Development Director Search Committee, Personnel Division, 211 W. Aspen, Flagstaff, Ariz. 86001 or for further information call (602) 779-7698.** The City of Flagstaff is an Equal Opportunity Employer. The City Manager exprssly encourages members of minority groups and women to apply.

ECONOMIC DEVELOPMENT COORDINATOR: Bachelor's degree required, prefer graduate degree, minimum 5 years experience in proactive economic development; experience with enterprise & foreign trade zones, strategic planning organizational development; ability to make public presentations gracefully; supervisory and budget preparation experience required; prefer familiarity with Florida's comprehensive plan; salary D.O.Q.-range $32,870-$42,448; must be able to start immediately. New position. Unlimited opportunity. Resumes should be sent to: **Katie Mitchell, Assistant City Manager, City of Homestead, 790 N. Homestead Blvd., Homestead, Fla. 33030.**

ECONOMIC DEVELOPMENT SPECIALIST-BUSINESS ASSISTANCE: Bachelor's degree required, master's preferred in related field, minimum three years experience; experience in business retention and redevelopment efforts required; must be able to conduct workshops, familiarity in basic business, accounting, business law, marketing and personnel management principles required; ability to speak Spanish preferred; salary D.O.Q.-range $28,145-$38,310; must be able to start immediately. New position. Unlimited opportunity. Resumes should be sent to: **Katie Mitchell, Assistant City Manager, City of Homestead, 790 N. Homestead Blvd., Homestead, Fla. 33030.**

EXECUTIVE DIRECTOR: The Downtown Council of the City of St. Cloud, Minnesota, is seeking qualified candidates for the position of Executive Director. The Downtown Council, formed through the merger of two existing groups, is a newly-created organization serving the Central Business District of St. Cloud, Minnesota; the fastest growing metropolitan area in the State of Minnesota. The position reports to an 18-member Board of Directors and functions as the chief executive officer for the Council. Responsibilities include implementing Board directives and policies related to the promotion and development of the Central Business District and working with diverse public and private organizations. This highly visible leadership position requires a Bachelor's Degree in business or related field and 5-7 years of downtown and/or private development and marketing experience. Send resume, salary history and salary requirements by **January 30, 1993,** to: **Search Committee, c/o Dean S. Otterson, Chairperson, P.O. Box 7748, St. Cloud, Minnesota 56302.**

GRANTS COORDINATOR: Bachelor's degree required, 3 years experience; proven record of writing, receiving and administering grants; ability to research funding sources; experience in economic development, community redevelopment, historic preservation and/or housing grants; also must have record-keeping and financial management skills; salary D.O.Q.-range $25,440-$31,211; must be able to start immediately. May hire as many as three individuals. Unlimited opportunity. Resumes should be sent to: **Katie Mitchell, Assistant City Manager, City of Homestead, 790 N. Homestead Blvd., Homestead, Fla. 33030.**

PERSONNEL DIRECTOR: The City of Artesia is recruiting a personnel director for all personnel management activities from recruitment through retirement, with emphasis on positive employee relations, statutory compliance, collective bargaining, and personnel transactions and cost management. Qualifications include a bachelor's degree in Personnel Administration, Public Administration or directly related field, and three years of professional level personnel management experience; two additional years of professional level personnel management experience with a public sector employer of over 100 employees may be substituted for up to two years of collect education above the Associate's degree level. Send a letter of interest with resume to **Mayor Ernest Thompson, P.O. Box 1309, Artesia, N.M. 88211-1309 no later than December 20, 1992.** All applications are a matter of public record. The City of Artesia is an equal opportunity employer.

REGISTRAR OF VOTERS: Clark County, Nev., one of the fastest growing communities in the country, is currently seeking a highly qualified professional to fill the position of "Registrar of Voters". The incumbent must plan, organize & direct the work of the Election Dept. in accordance with state statutes & County ordinances. Requires a Bachelor's in Public or Business Administration or Political Science, and 5 years of progressively responsible administrative duties, 2 years of which were in a supervisory capacity. If you are a leader in your field and desire a challenging career opportunity, then this is the opportunity you have been waiting for! Excellent benefits including fully paid retirement. NO STATE INCOME TAX. Salary: $61,500-$87,250. **First day to apply: Dec. 4, 1992. Last day to apply: Jan. 4, 1993. Clark County Personnel Department, 225 Bridger Ave., 9th Floor, Las Vegas, Nevada 89155; (702) 455-4565.** EOE. M/F/D.

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Supplemental Information on NLC's Economic Recovery Plan

1 **A supplemental appropriation of $2.5 billion to ensure full funding of the nation's new highway and public transportation laws this fiscal year. An immediate announcement will enable states and local governments to designate the most critical projects, so they will be ready for construction immediately upon enactment, and so that any funds not obligated within six months would revert to the federal Treasury.**

Would your city have eligible, ready-to-go projects if the new administration and Congress acted on this proposal immediately? What kinds of eligible projects could provide the quickest new employment: construction or maintenance, for instance? How would any examples you have really provide long term economic benefits? Or are environmental challenges and the federal regulatory requirements under the surface transportation law so cumbersome that, as the Wall Street Journal estimates, it would take over a year before you could actually spend any of this additional money in your community on meaningful, eligible transportation projects?

2 **A streamlined version of the vetoed urban aid tax bill that will provide immediate assistance to the nation's cities and towns. Key components of the legislation should be: permanently reauthorizing the expired municipal tax programs; creating the distressed cities flexible block grant and national public-private block grant programs; creating urban and rural enterprise zones; providing all distressed communities with authority to issue municipal economic development bonds; offering incentives to leverage bank investments in communities; and simplifying the costly restrictions on municipal bond authority.**

Does your city have either tax-exempt mortgage revenue or small issue industrial development bonds ready to go to market that have been put on hold since municipal authority to issue expired last June? If so, how quickly could those bonds be issued, how many jobs would they create in a short time frame, and what kind of long term benefits would they bring to your community? If either the existing arbitrage restrictions or disincentives for local banks to purchase your traditional public purpose bonds were eased, how would you use the savings to benefit your local economy? Were there other changes in the vetoed tax bill that would have meant immediate and positive opportunities for your city?

3 **$3 billion in one-time supplemental funding for the Community Development Block Grant (CDBG) program to be obligated by September 30, 1993, with $1 billion targeted to children under the age of six. This family intervention block grant should be the first step in the creation of a new children's human investment trust. It could be used to complement a fully-funded Head Start program.**

If the amount of CDBG funding you received in 1992 were doubled and you could spend two-thirds of the new and additional funding for any eligible CDBG purpose and one-third for any purpose directly related to helping children under the age of six, what kinds of projects could you implement the most quickly? Are there priority housing or infrastructure projects on the shelf in your city just held up for lack of funding? Would regulatory or legal changes be required in order to be able to move rapidly ahead?

4 **$1 billion in supplemental funding for the 1993 summer youth employment program so that every community has a partnership program with local businesses in place well before the school year ends.**

If your community received the same amount of supplemental summer youth unemployment funds as last summer, but well in advance of the day your schools let out this time, how many jobs would that create? What kind of jobs would that create - Would there jobs provide training or fill needs in your community that would translate into long term benefits? Can you project what percent or how many of those eligible in your city can be employed at the current funding level?

5 **$500 million in supplemental funding to provide incentives for community development banks and bank-run community development corporations to make community reinvestment loans for job creating private investment in all distressed communities.**

The new federal banking law authorizes a so-called "greenlining" provision which provides an economic incentive to encourage banks to make loans in low income or minority neighborhoods by permitting a credit against its required federal deposit insurance premium, but Congress has not funded this provision. If it were funded, do you think your local bank would make currently unavailable commercial or mortgage loans in those neighborhoods in your city? What kinds of loans would in low income or minority neighborhoods in your city would have the earliest, positive impact?

6 **Enactment of the Local Partnership Act, providing $3 billion in emergency funds to the nation's cities and towns to initiate ready-to-go capital projects, especially for unfunded federal mandates, such as those required by the federal Clean Water Act. This initiative should require that any funds not obligated by September 30, 1993, revert to a federal infrastructure revolving loan fund.**

This proposal, passed last year by the House Government Operations Committee, but never acted on by the full House, would provide flexible funding directly to nearly every city and town just like the old General Revenue Sharing program. What projects, especially public works type projects or projects to comply with unfunded federal mandates, would your city be ready to begin work on most rapidly? How many new jobs - both for construction and long term - would those examples mean to your community? ■

Fraser

from page 1

recovery as part of an overall plan to reorder federal budget priorities. In order for the plan to be successful, it must rely on tried and tested programs and existing delivery systems that can produce the most efficient action and results in cities and towns.

In his letter, Fraser wrote: "We are convinced that local governments are the key to effective implementation of any national strategy to get the economy moving again."

Because the transition team is on a fast track, Fraser urged that the more specific the information and examples NLC can provide about its recommendations, the more helpful it would be in shaping a final plan for President-elect Clinton to present to the Congress and the nation in January:

"Your letters will be most effective if they provide specific examples of new investments this plan could mean for your community, how many jobs these investments might create, how quickly, and how that would improve your local economy."

Clinton named the top economic cabinet and advisor positions to his administration last week (See page 1) and invited more than 200 individuals to Little Rock this week for a two-day economic policy conference. After the conference, he, his advisors, and his new economic team are expected to begin making final decisions about his economic recovery plan. ■

Develop Your City's Youth Programs

The MIT Community Fellows Program invites mayors to join us in planning programs for youth. The candidates you select for the program receive a modest stipend from the Ford Foundation.

Community Fellows, most of whom are people of color, come from youth projects in their home cities. During our 9 month program, they build their leadership and training skills through courses and workshops. They also research and develop a youth program to be implemented in their communities.

Application deadline is February 15, 1993 for the 1993-94 program. We encourage early applications.

For more information call Betty Radwanski, Coordinator, (617) 253-3216 or write to MIT Community Fellows Program, Rm 7-341, 77 Mass. Ave., Cambridge, MA 02139.

Community Fellows Program
Massachusetts Institute of Technology

DUEHAY - non consents

Whereas the National League of Cities recommended an Economic Recovery Plan at its recent meeting in New Orleans;

#2

Whereas National League of Cities President Don Fraser, Mayor of Minneapolis, has written each city asking for further details concerning how each city would respond to these federal economic initiatives, if enacted;

Be it resolved that the City Manager be and hereby is requested to develop detailed responses concerning how Cambridge responds to the following elements of the National League of Cities' program:

NLC Economic Recovery Program

City of Cambridge

IN CITY COUNCIL

December 21, 1992

COUNCILLOR WOLF

WHEREAS: The intersection of Appleton streets, Huron avenue and Vassal Lane is a very dangerous one; and

WHEREAS: It is also a school bus stop; and

WHEREAS: Earlier requests have not resulted in any effective action; now therefore be it

ORDERED: That the City Manager be and hereby is requested to have the Traffic Department and Police department survey the intersection with the intent of increasing safety for pedestrians; and be it further

ORDERED: That there is consideration given to adding a traffic light at that intersection along with other measures in addition to speed enforcement.

CONSENT ORDER #2

F-551

Councillor Wolf re: Dangerous intersection at Appleton Street, Huron Avenue and Vassal Lane.

In City Council,

December 21, 1992

Order adopted