

County News

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No grace for counties in rewrite

Religious liberty bill hits local control

Details were sketchy at press time, but sources confirm that members of the Senate are drafting alternatives to S.2081, the Religious Liberty Protection Act.

The alternatives are designed to win a Senate majority by overcoming objections raised by civil rights advocates and some other opponents of broad legislation. Supporters of the revised "religious liberty" bill hope to bypass the Judiciary Committee process and gain a floor vote this month.

Despite intense lobbying against the legislation by NACo and the National League of Cities, the concerns of local governments are not being addressed in the effort to scale down the bill, with its anti-federalism implications.

Although a new bill had not been drafted as of June 5, it appears the alternative legislation likely will only target local land use authority, and jail and prison operations, the pri-

See **RELIGIOUS**, page 4

Health care kudos



Photo by Shawn Bullard

LUCC Chairman Wayne K. Curry (center) presents LUCC's Program of Excellence Award to (from left) Cretta A. Johnson, Director of Hillsborough County Health and Social Services; Patricia Bean, Hillsborough County Deputy Administrator; Pat Frank, Hillsborough County Commission Chair; and Chris Hart, Hillsborough County Commissioner. See story, page 2.

High Court to hear EPA clean air case appeal

By STEPHANIE OSBORN
ASSOCIATE LEGISLATIVE DIRECTOR

As anticipated, the U.S. Supreme Court, May 22, agreed to take up an appeal by the U.S. Environmental Protection Agency regarding controversial Clean Air Act standards the agency issued in 1997. An appeals court decision last year barred EPA from enforcing a new, stricter standard for ozone (or "smog"), citing a long-dormant legal principle known as "non-delegation." "Non-delegation" limits Congress' authority to delegate powers to executive branch agencies.

The outcome of the decision in *American Trucking Associations vs. EPA* will have widespread impact on counties across the country. If the Supreme Court reverses the appeals court ruling and allows EPA to enforce the new ozone standard, counties designated in non-attainment status with the standard will be required to comply with transportation conformity rules, a process by which local transportation planning is done in concert with state air quality planning.

Counties in non-attainment that do not have conforming transportation plans can lose federal transportation dollars. Rules limiting air emissions from new industrial sources will also kick in.

As permitted by the 1999 appeals

See **COURT**, page 4

CARA faces fight in Senate

By JEFF ARNOLD
DEPUTY LEGISLATIVE DIRECTOR

H.R. 701, The Conservation and Reinvestment Act (landmark environmental and conservation legislation also known as "CARA") continues to work its way through Congress, although large hurdles remain.

Of the approximately \$2.8 billion authorized to be expended under this bill, \$2.3 billion would be available to states and local governments for

protection of open space, watershed enhancement, wildlife habitat protection, wetlands protection and restoration, providing recreational opportunities for urban youth and historic preservation.

This bill, H.R. 701, passed the House 315-102 on May 11, and moved on to the Senate, where it faces strong opposition from senators whose states have significant percentages of federal public land. It also faces opposition from private property rights advocates who believe the federal government will use funding from this legislation to force private landowners to sell their property to the government.

The Senate Energy and Natural Resources Committee has scheduled a markup of its version of the legislation on June 21.

The legislation is hailed as critically important environmental legislation by a broad coalition of state and local governments, environmental groups, recreation and conservation groups, sporting goods manufacturers, fishermen, historic preservationists, and sportsmen groups.

NACo's policy supports those elements of the bill which would benefit counties nationwide.

What the bill does

The bill creates a new billion dollar state and local revenue sharing program for coastal states and counties that are environmentally affected by offshore oil and gas leasing and development (OCS). It would fully fund the \$900 million Land and Water Conservation Fund (LWCF), half of which would go to states and local governments.

It would substantially increase funding for the Urban Parks And Recreation and Recovery (UPARR) program, provide additional funds for historic preservation. Using a creative funding mechanism, it would match dollar-for-dollar appropriated funds for the Payments In Lieu of Taxes (PILT) program up to \$200 million. For example, should this legislation become law, a \$135 million appropriation for PILT would mean another \$135 million would be forthcoming from the Treasury from OCS revenues. This would be a welcome addition to the woefully underfunded PILT program.

Not all provisions ok

NACo's Public Lands Steering

See **CARA**, page 4

County News Quik Takes

Top 10 College Grads Counties

16+ years of higher education as of 1990

Montgomery, Md. 49.9%

Fairfax, Va. 49.0%

New York, N.Y. 42.2%

Du Page, Ill. 36.0%

Westchester, N.Y. 35.3%

San Francisco, Calif. 35.0%

Travis, Texas 34.7%

King, Wash. 32.8%

Santa Clara, Calif. 32.6%

Montgomery, Pa. 32.1%

Source: 2000 County and City Extra

Reminder

Resolutions for consideration at the 2000 NACo Annual Conference are to be sent to the NACo Legislative Department no later than close of business June 14. It is preferred that they are sent electronically to Jeff Arnold, deputy legislative director, at jarnold@naco.org, or they can be faxed to 202/942-4281

Hillsborough HealthCare tops LUCC agenda

By SHAWN BULLARD
ASSOCIATE LEGISLATIVE DIRECTOR

"How can urban counties provide the uninsured with the same level of care as the insured?"

It was a question that was asked many times and answered in many different ways throughout the Large Urban County Caucus' (LUCC) 2000 Regional Meeting in Hillsborough County (Tampa) Fla. on May 31-June 2. The meeting, which focused much of its attention on the nationally recognized Hillsborough HealthCare model, attracted about 50 urban county elected officials, staff and experts to learn how to best approach improving health care for the indigent in urban counties.

Chaired by Prince George's County, Md., Executive Wayne K. Curry, LUCC members learned that there are many solutions to improving health care in urban counties. Cretta Johnson, director, Hillsborough County Health and Social Services, challenged the nearly two dozen elected officials to think beyond their public hospitals and look at their county's entire health care system as a "community standard of care."

"Hillsborough County has proven that indigent care can be managed," said Johnson. "By providing primary care and other preventative services, such as pharmacy and dental, we are giving our uninsured better health for less money."

Serving more than 25,000 patients per year, the nine-year program has decreased inpatient costs by 45 percent and relieved the county's general fund by \$527 million.

Before Hillsborough HealthCare was developed, the cost of providing state-mandated charity care was skyrocketing 17 percent per year. In



By Shawn Bullard

(From left) Patricia Bean, Deputy Hillsborough County Administrator; Chris Hart, Hillsborough County Commissioner; and Donald Weaver, M.D., Assistant Surgeon General, discuss the Hillsborough HealthCare model before the presentation of the LUCC Performance of Excellence Award.

1991, the Board of Commissioners, civic leaders and an advisory board petitioned the Florida Legislature for authorization to levy a sales tax to help fund the innovative health plan that split the county into geographical health care networks.

Hillsborough County soon began collecting the half-cent sales tax. After four years, the HealthCare plan was so successful that the county decreased the sales tax to a quarter cent.

Now at 90 percent enrollment, the plan's "typical" member is a single white middle-aged female between the age of 40 and 64.

Hillsborough County Commis-

sioner Chris Hart, who sponsored the LUCC Regional Meeting, said he doesn't expect his urban county colleagues to replicate the Hillsborough model entirely.

"The Hillsborough HealthCare plan probably won't work in Cuyahoga County, Ohio. But there are some innovations within the program that might be useful, and that is what we are getting at during these workshops. We can we learn from each other to improve the lives of all residents," Hart said.

Continuing along the health theme, John Monahan, Annie E. Casey Foundation senior consultant, told LUCC officials that the

20th largest private foundation in the nation is embarking on a 10-year plan to improve the health of children and families, and welcomes LUCC's support for that endeavor. With assets approaching nearly \$1.6 billion, the foundation's mission is to build better futures for the millions of urban children at risk by "transforming tough neighborhoods into family-supporting communities."

Curry concurred, and with the unanimous consent of the LUCC members present, created a LUCC/Annie E. Casey Team to help the foundation develop strategies that would be beneficial to reaching

LUCC's and the foundation's goal of improving urban neighborhoods

The team includes Tom Rutherford, Bernalillo County (N.M.) Commission chairman; Jane Campbell, Cuyahoga County (Ohio) Commission president; Will Smith, Lake County (Indiana) Council member; Betty Lou Ward, Wake County (N.C.) Commission chair; Angela Kyle, Lake County (Ill.) Board member and Barbara Sheen Todd, Pinellas County (Fla.) commissioner.

During the LUCC business meeting, members delved into the national political arena. Fourteen of the nearly two-dozen elected officials present generated a letter to each of the presumptive presidential candidates asking that they attend NACo's Annual Conference in Charlotte, N.C., on July 16 or July 17. In April, both Texas Gov. George W. Bush and Vice President Al Gore were sent letters requesting their attendance at NACo's Annual Conference. Neither has yet replied.

The letter states that "As the November Presidential election nears, we (LUCC members) truly believe you are bypassing an unprecedented opportunity to meet in North Carolina with thousands of county elected officials from every corner of the country who will have an impact on who is the next President of the United States."

Curry concluded the two-day meeting with the presentation of the Large Urban County Caucus' "Program of Excellence" award to Hillsborough County's Board Chair Jan Platt, Commissioner Hart and county administrators, in tribute to the county's outstanding achievement in pioneering community-based health care for the uninsured citizens of Hillsborough County.

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Gray Reports

Building Healthy Families

The late Jacqueline Kennedy Onassis said, "If you bungle raising your children, I don't think whatever else you do well matters very much."

While the parent in us appreciates this wisdom, the policymaker in us may focus too little on our capacity to encourage effective child rearing. Yet, nothing could be more important to the health and well being of our communities.

I was especially pleased, therefore, to be able to help NACo receive a three-year grant of \$300,000 from the Freddie Mac Foundation to promote the development of healthy families. NACo intends to work with Prevent Child Abuse America to increase county policymakers' awareness of family problems, such as child abuse and neglect. The grant will also support initiatives to promote healthy families, including the expansion of healthy families programs based on the national model.

Nationally, the Healthy Families America Program, already adopted at more than 250 sites, helps first-time parents be better parents. The program involves assessments of new parents to determine appropriate levels of support, referral of new parents to community services and intensive home visits to overburdened families, lasting as long as five years. The comprehensive approach avoids duplication of services by integrating existing services to families and children.

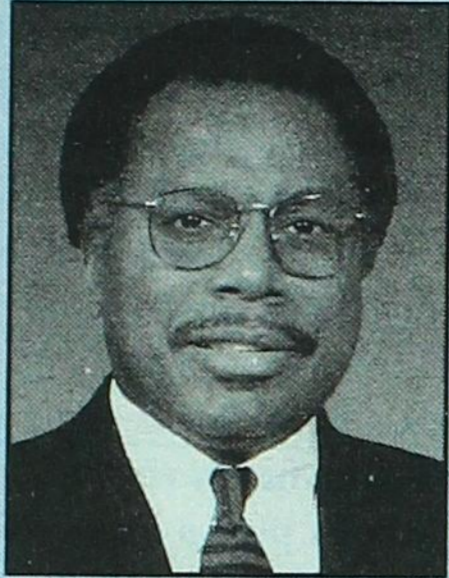
The results of the Healthy Families America program are impressive. Child abuse in families served is reduced by as much as 75 percent. Health at birth and throughout childhood is improved for participating children. Participating families have been found to become better consumers of health services, relying less on expensive emergency care and taking preventative and maintenance measures to ensure better health.

Adults enrolled in the program are likely to smoke less, have better employment records and complete education at higher rates than non-participating families. A preventive program, the Healthy Families Program is estimated to save more than \$7 in child welfare services, special education, and other intensive treatments for every \$3 spent on the program.

Having initiated a Healthy Families program in Howard County, Md., in 1998, I am a believer in its benefits and its potential. Here, we organized a steering committee to give policy direction to the program. The steering committee includes representatives from Head Start, Citizen Services, the Department of Social Services, Howard County Hospital, the public schools, other organizations and interested citizens. Working with a \$300,000 Freddie Mac grant and \$321,000 in state support — part of Maryland's \$3.5 million statewide effort on behalf of Healthy Families — the Howard County program will serve approximately 275 parents in its second year of operation. Locally, our goals are to advance optimal child development, improve new parents' knowledge of child care and child behavior, provide preventive health care, promote parent-child bonding and prevent child abuse and neglect.

Even those of us who have had excellent parents as models must learn ourselves to be good parents. The Healthy Families program is a valuable resource to new parents, an important service to babies and children and a vital community-builder. NACo's member counties should consider the value of this program for your community.

(For more information about the Healthy Families Program, contact Sandy Markwood: 202/942-4235 or smarkwoo@naco.org)



C. Vernon Gray
NACo president

Congress OK's \$15.3 billion farm aid package

By Bob McCormick
NACo Extension Fellow

Congress approved a total of \$15.3 billion in farm financial aid after the Senate voted 91 to 4 to approve the conference report. The House earlier that day approved the report by unanimous vote.

The Agricultural Risk Protection Act of 2000 (H.R. 2559) will increase the amount of subsidies paid by government on crop insurance premiums paid by farmers across the nation. The increase in the program's cost will be \$8.2 billion over five years.

The government currently subsidizes anywhere from 13 percent to 57 percent of the premium depend-

ing on level of coverage. The bill would increase those subsidies to a range of 38 percent to 67 percent. For example, a farmer who bought a policy covering 50 percent of the average yield of his crops at 100 percent of the estimated market price would pay only 33 percent of the premium compared to 43 percent under current law.

In addition, this bill includes details on how \$7.1 billion in previously budgeted producer assistance will be allocated during another year of a historically depressed farm economy. The package will include \$5.5 billion in market loss payments to producers in September in amounts equal to their 1999 AMTA "transi-

tion payments."

Another \$1.64 billion is to be paid after Oct. 1, 2000 and will include oilseed payments of \$600 million, economic assistance to peanut and tobacco farmers totaling \$387 million, and market oriented assistance for fruit and vegetable producers of \$302 million.

The conference report also includes the Biomass Research and Development Act of 2000, with funding of \$14 million for an ethanol research pilot plant that will allow the co-production of food and chemicals from a single plant while studying the efficiency of the production of bio-based products.

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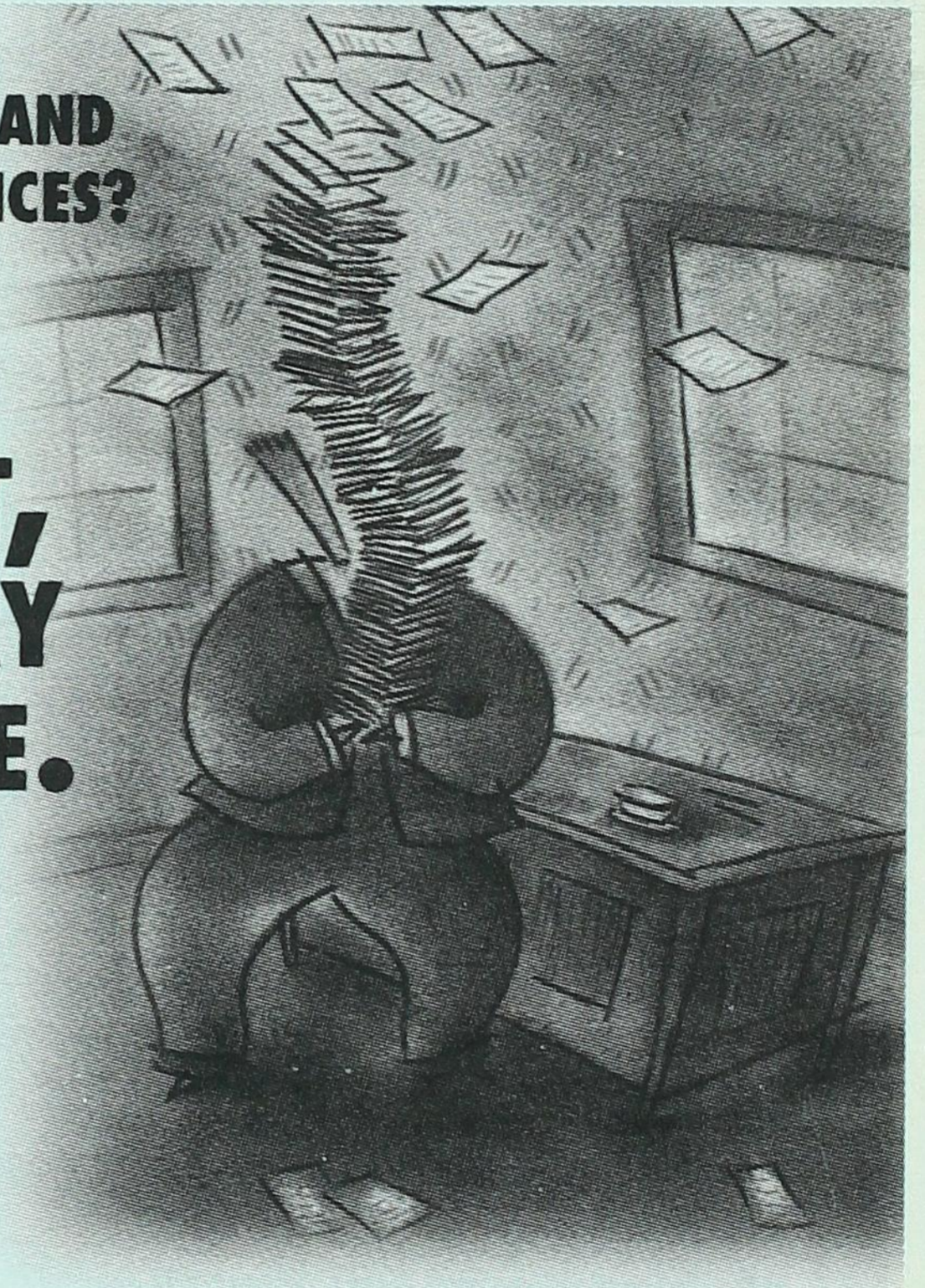
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Profiles in Service



Angelo Kyle
Commissioner
Lake County, Ill.

NACo Board Member

Years active in NACo: 10 years.

Years in Public Office (list offices held): 10 years. I'm currently a member of the Lake County Board of Commissioners. We have dual seats. I'm also on the Lake County Forest Preserve Commission.

Occupation: I own a temporary employment agency, TempTech.

Education: I have a B.S. degree in political science from Tuskegee University.

The hardest thing I've ever done: Run for elected office. I succeeded an 18-year veteran on the commission. I've run against him on 3 or 4 other occasions and have been fortunate enough to win.

Three people (living or dead) I'd invite to dinner: Martin Luther King, Jr., John F. Kennedy and Mother Theresa.

A dream I have is to: One day become the second vice president of the National Association of Counties.

You'd be surprised to learn that I: Have been through as much as I've gone through, both adversities and accomplishments, in such a short period of time.

The most adventurous thing I've ever done is: To fly in an airplane.

My favorite sport is: Basketball.

I'm most proud of: My children.

Every morning I read: The Bible.

My favorite meal is: Surf and turf, a steak and lobster and a twice-baked potato.

My pet peeve is: When individuals try to speak on topics in which they aren't well versed and they haven't researched.

My motto is: To quote the scripture, "I can do all things through Christ, who strengthens me."

The last book I read was: *Maximize the Moment: God's Action Plan for Your Life* by T.D. Jakes.

My favorite movie is: "The Godfather."

My favorite music is: Jazz and Gospel.

My favorite president is: John F. Kennedy.

COURT from page 1

court decision, EPA already is moving forward to make designations of non-attainment under the new ozone standard; the first stage of the process, the submission by the states of lists of counties believed to be out of attainment, is scheduled to be complete by July 1. As many as 300 counties in 34 states could be designated in non-attainment. (See *County News*, May 1, 2000, p.3.)

While designations may become effective in early 2001, the agency

cannot enforce the standard in a court of law until the Supreme Court rules in this case.

Beyond its immediate affect on counties, the case is drawing national attention because the court's ruling on nondelegation may impact other areas of environmental law as well as a broad array of other federal regulatory powers.

In its appeal to the Supreme Court, the Clinton Administration said "the court's ruling raises issues of extraordinary governmental concern" because of its possible effect on other agencies.

Additionally, the court agreed to consider whether cost-benefit analysis should play a larger role in the development of clean air standards. The regulated community has long argued that rules issued under the Clean

Air Act unfairly consider only health risks and are not sufficiently balanced with the costs of compliance.

A spokesperson for the U.S. Chamber of Commerce, which supports the use of cost-benefit analysis, said the consideration of costs could prevent adoption of unneeded and unfeasible standards.

NACo policy says the ozone standards at issue in this case "should be delayed until EPA adequately estimates the costs and benefits." NACo also believes transportation conformity rules should be fair and should not lead to losses in transportation funding for counties.

The Supreme Court is expected to render a decision in *American Trucking Associations* in late fall or early 2001.

CARA

from page 1

Committee and its Western Interstate Region Board have expressed significant reservations about provisions of the bill that would provide \$450 million annually for federal purchases of private land through the "federal-side" of the LWCF.

NACo's policy is "no net loss" of private lands to federal agencies, and additional land purchases without equivalent disposal of federal public lands would violate that policy.

Steering committee and board members are also concerned about the coercive effect such funding could have on private property owners' willingness to sell to the federal government, even if federal purchases are limited to "willing buyer/willing seller" bases. It is hoped that some accommodation can be reached during Senate consideration of the bill.

RELIGIOUS

from page 1

many issues of concern to states and local governments.

The land use provisions would require counties to show a "compelling interest," when zoning rules, which apply equally to all parties, substantially burden religious practice. The net effect: Local authority would be preempted, as counties would be forced to establish a special land use standard for religious institutions. Another provision would reduce federal funds to prisons and jails if they do not create standards to ensure there is not a burden on religious practice.

The House passed a broad version of the Religious Liberty Protection Act in 1999. County officials are urged to voice concerns about the revised legislation to their senators as soon as possible.

(Contacts: *Stephanie Osborn*, 202/942-4269; sosborn@naco.org or *Marilina Sanz*, 202/942-4260; msanz@naco.org)

County News invites Letters to the Editor

If you have a compliment, complaint or different point of view, let us know.

Please include a phone number with your letter.

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County News

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Report documents high-tech output of metro areas

On June 9, The U.S. Conference of Mayors (USCM) and NACo jointly unveiled new economic data showing that metro areas are driving the nation's high-tech economic boom.

Ninety-four percent of high-tech output and employment is concentrated in metro areas. The data is included in the report, *U.S. Metro Areas: Leaders of the New Economy*.

In releasing the data, Wellington Webb, USCM president and the mayor of Denver, said, "What this data suggest very clearly is that public and private investment aimed at promoting national economic federal policy and corporate investment strategies ought to be focused on America's cities and counties."

"In the face of this compelling data, we can no longer view our-

selves economically as a nation of states, in many cases with outdated and economically irrelevant boundaries, but as a nation of metro economic centers that outpace many national economies of the world," Webb added.

The report, prepared by Standard & Poor's DRI, also shows that:

- More than 70 percent of the nation's high-tech employment is located in 50 metro areas.

- Twenty U.S. metro areas account for 50 percent of the nation's high-tech output.

- The top 10 high-tech metro areas, taken together, exceed the combined output of the 39 smallest states.

NACo President C. Vernon Gray praised the report for having a significant impact on how the technology industry is viewed in urban counties.

"With more than three-quarters

of the nation's high-tech employment located in 50 metropolitan areas, the high-tech industry has proven that it has a significant impact on metropolitan economies," Gray said.

"This is confirmation that America's urban counties are at the forefront of the New Economy," Gray added.

The report further documents the spread of high-tech business across America. For example, San

Jose, the center of the computer hardware industry and a high-tech stronghold throughout the 1980's, is still a powerhouse in the high-tech sector.

However, the Silicon Valley metro now ranks behind Boston in high-tech output, and fifth in share of U.S. high-tech employment — behind Washington, D.C., Boston, Chicago and Los Angeles.

(A copy of the report is available online at www.usmayors.org.)

Former NACo president, Michael Hightower, resigns

Michael Hightower, who served as NACo president in 1996-'97, resigned from the Fulton County, Ga. Board of Commissioners on June 6.

He had served for 13 years.

Hightower's resignation is a result of an ongoing FBI investigation concerning Fulton County contracts that were awarded in 1998 and 1999.

He pleaded guilty to one count of accepting an improper payment. It is reported that Hightower is cooperating with federal authorities.

While serving as president of NACo, Hightower introduced several major initiatives that expanded the organization's reach, resulting in the creation of many beneficial programs, including the Rural Renaissance Task Force.

NACo President C. Vernon Gray praised Hightower's contributions to the nation's counties, singling out his support for Urban and Rural causes and his dedication to bring the counties and arts communities together.

"Michael energized us all with his enthusiasm," Gray said. "We were very sad to hear about his difficulties, and we hope that he and his family find strength and comfort in the friends who support him."

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 County

Continued on page 3

Howes County

1999

Annual Conference Member Counties and Vote Allocation

Counties whose dues payments were received by May 31, 2000 appear in this chart.

Alabama

County	Votes
Autauga County	2
Baldwin County	4
Barbour County	1
Bert County	1
Bibb County	1
Bullock County	1
Butler County	1
Calhoun County	5
Chambers County	2
Chilton County	2
Choctaw County	1
Clarke County	1
Clay County	1
Cleburne County	1
Coffee County	2
Colbert County	2
Conecuh County	1
Coosa County	1
Covington County	2
Crenshaw County	1
Dallman County	3
Dallas County	2
De Kalb County	2
Elmore County	2
Escambia County	2
Floyd County	4
Fayette County	1
Franklin County	2
Greene County	1
Haley County	1
Henry County	1
Houston County	3
Jackson County	2
Jefferson County	24
Lamar County	1
Lauderdale County	3
Lawrence County	2
Lee County	4
Limestone County	2
Macon County	1
Madison County	9
Marion County	1
Marshall County	2
Mobile County	14
Monroe County	1
Montgomery County	8
Morgan County	4
Murray County	1
Pickens County	1
Pike County	2
Randolph County	1
Russell County	2
Schley County	4
Sherman County	2
Spencer County	1
Talladega County	3
Tallapoosa County	2
Tuscaloosa County	6
Walker County	3
Washington County	1
Wilcox County	1
Winston County	1
Total Counties:	64
Total Votes:	171

Alaska

County	Votes
Total Counties:	64
Total Votes:	171

Aleutians East Borough	1
Bristol Bay Borough	1
City and Borough of Juneau	1
Denali Borough	1
Fairbanks North Star Borough	3
Haines Borough	1
Kenai Peninsula Borough	2
Ketchikan Gateway Borough	1
Kodiak Island Borough	1
Lake And Peninsula Borough	1
Matanuska-Susitna	2
North Slope Borough	1
Northwest Arctic Borough	1
Sitka Borough	1
Yakutat Borough	1
Total Counties:	15
Total Votes:	19

Arizona

County	Votes
Apache County	3
Cochise County	4
Coconino County	4
Gila County	2
Graham County	1
Greenlee County	1
La Paz County	1
Maricopa County	74
Mohave County	4
Navajo County	3
Pima County	25
Pinal County	5
Santa Cruz County	2
Yavapai County	4
Yuma County	4
Total Counties:	15
Total Votes:	137

Arkansas

County	Votes
Baxter County	2
Benton County	4
Boone County	2
Carroll County	1
Chicot County	1
Clay County	1
Craighead County	3
Drew County	1
Faulkner County	3
Franklin County	1
Hot Spring County	1
Independence County	2
Jefferson County	4
Johnson County	1
Lee County	1
Lincoln County	1
Little River County	1
Madison County	1
Mississippi County	3
Newton County	1
Phillips County	2
Polk County	1
Pulaski County	13
Sebastian County	4
Sharp County	1
St. Francis County	2
Union County	2
Washington County	5
Woodruff County	1
Total Counties:	29
Total Votes:	66

California

County	Votes
Alameda County	47
Alpine County	1
Amador County	2
Butte County	7
Calaveras County	2
El Dorado County	5
Glenn County	1
Humboldt County	5
Imperial County	4
Inyo County	1
Kern County	20
Kings County	4
Lake County	2
Lassen County	2
Los Angeles County	74
Madera County	4
Marin County	9
Mariposa County	1
Mendocino County	3
Merced County	7
Modoc County	1
Mono County	1
Monterey County	13
Napa County	5
Nevada County	3
Orange County	74
Placer County	7
Plumas County	1
Riverside County	43
Sacramento County	38
San Bernardino County	52
San Diego County	74
San Francisco City & County	27
San Joaquin County	18
San Luis Obispo County	8
San Mateo County	24
Santa Barbara County	14
Santa Clara County	55
Shasta County	6
Sierra County	1
Siskiyou County	2
Solano County	13
Sonoma County	15
Stanislaus County	14
Sutter County	3
Tehama County	2
Trinity County	1
Tulare County	12
Tuolumne County	2
Ventura County	25
Yolo County	6
Yuba County	3
Total Counties:	52
Total Votes:	764

Colorado

County	Votes
Adams County	10
Alamosa County	1
Arapahoe County	15
Archuleta County	1
Baca County	1
Bent County	1
Boulder County	9
Chaffee County	1
Clear Creek County	1
Conejos County	1
Costilla County	1
Crowley County	1
Custer County	1

Delta County	1
Denver County	17
Douglas County	3
Eagle County	1
El Paso County	15
Fremont County	2
Grand County	1
Gunnison County	1
Hinsdale County	1
Jackson County	1
Jefferson County	16
La Plata County	2
Lake County	1
Larimer County	7
Las Animas County	1
Logan County	1
Mesa County	4
Mineral County	1
Moffat County	1
Montezuma County	1
Montrose County	1
Morgan County	1
Otero County	1
Ouray County	1
Park County	1
Phillips County	1
Pitkin County	1
Prowers County	1
Pueblo County	5
Rio Blanco County	1
Rio Grande County	1
Routt County	1
Saguache County	1
San Miguel County	1
Summit County	1
Teller County	1
Washington County	1
Weld County	5
Yuma County	1
Total Counties:	52
Total Votes:	149

Delaware

County	Votes
Kent County	5
New Castle County	17
Sussex County	5
Total Counties:	3
Total Votes:	27

Florida

County	Votes
Alachua County	7
Bay County	5
Bradford County	1
Brevard County	15
Broward County	46
Citrus County	4
Clay County	4
Collier County	6
DeSoto County	1
Duval County/City of Jacksonville	25
Escambia County	10
Flagler County	2
Gadsden County	2
Gilchrist County	1
Gulf County	1
Hamilton County	1
Hendry County	1
Hernando County	4
Highlands County	3
Hillsborough County	31
Holmes County	1

Indian River County	4
Jackson County	2
Lake County	6
Lee County	13
Leon County	7
Liberty County	1
Manatee County	8
Marion County	8
Martin County	4
Miami-Dade County	71
Monroe County	3
Nassau County	2
Okaloosa County	6
Okeechobee County	2
Orange County	25
Osceola County	4
Palm Beach County	32
Pasco County	11
Pinellas County	31
Polk County	15
Putnam County	3
Santa Rosa County	3
Sarasota County	11
Seminole County	11
St. Johns County	4
St. Lucie County	6
Sumter County	2
Taylor County	1
Volusia County	14
Walton County	2
Total Counties:	51
Total Votes:	483

Georgia

County	Votes
Appling County	1
Athens-Clarke County	4
Baker County	1
Baldwin County	2
Banks County	1
Barrow County	2
Bartow County	3
Ben Hill County	1
Bibb County	6
Bleckley County	1
Brantley County	1
Bryan County	1
Bulloch County	2
Burke County	1
Butts County	1
Candler County	1
Catoosa County	2
Charlton County	1
Chatham County	8
Chattahoochee County	1
Chattooga County	1
Clayton County	7
Clinch County	1
Cobb County	17
Colquitt County	2
Columbia County	3
Cook County	1
Coweta County	2
Crisp County	1
Dawson County	1
Decatur County	1
DeKalb County	20
Dodge County	1
Dooly County	1
Dougherty County	4
Douglas County	3
Early County	1

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Annual Conference Member Counties and Vote Allocation

Georgia continued from page 7

County	Votes	County	Votes	County	Votes	County	Votes
Effingham County	1	Jo Daviess County	1	Dickinson County	1	Hamilton County	1
Elbert County	1	Kane County	12	Dubuque County	4	Harper County	1
Evans County	1	Kendall County	2	Emmet County	1	Harvey County	1
Fannin County	1	La Salle County	4	Fayette County	1	Haskell County	1
Fayette County	3	Lake County	19	Floyd County	1	Jackson County	1
Floyd County	3	Madison County	10	Franklin County	1	Jefferson County	1
Forsyth County	2	Marshall County	1	Fremont County	1	Jewell County	1
Franklin County	1	Mason County	1	Greene County	1	Johnson County	1
Gilmer County	1	McDonough County	2	Grundy County	1	Labette County	1
Glynn County	3	McHenry County	7	Hamilton County	1	Linn County	1
Gordon County	2	McLean County	5	Hancock County	1	Lyon County	1
Greene County	1	McLeary County	2	Hardin County	1	Marion County	1
Gwinnett County	13	Montgomery County	7	Henry County	1	Marshall County	1
Habersham County	2	Peoria County	1	Humboldt County	1	McPherson County	1
Hall County	4	Piatt County	10	Jackson County	1	Meade County	1
Hancock County	1	St. Clair County	5	Jasper County	1	Miami County	1
Haralson County	1	Tazewell County	1	Jefferson County	1	Mitchell County	1
Harris County	1	Union County	1	Johnson County	1	Morton County	4
Henry County	3	Washington County	1	Jones County	13	Nemaha County	1
Houston County	4	Will County	1	Kossuth County	2	Ness County	1
Jackson County	2	Total Counties:	29	Lee County	2	Norton County	2
Jasper County	1	Total Votes:	226	Linn County	7	Osage County	7
Jeff Davis County	1	Indiana		Louisa County	1	Osborne County	1
Jefferson County	1	County	Votes	Lyon County	1	Phillips County	1
Jones County	1	Boone County	2	Monona County	1	Pottawatomie County	1
Lamar County	1	Clark County	4	Montgomery County	1	Pratt County	1
Lanier County	1	Clinton County	2	Palo Alto County	1	Reno County	1
Laurens County	2	Dearborn County	2	Plymouth County	1	Republic County	1
Lee County	1	Dubois County	2	Pocahontas County	1	Rice County	1
Liberty County	2	Elkhart County	6	Polk County	12	Riley County	1
Lincoln County	1	Hamilton County	4	Pottawattamie County	3	Saline County	1
Lowndes County	3	Hendricks County	3	Sac County	1	Scott County	6
Lumpkin County	1	Knox County	2	Shelby County	1	Sedgwick County	1
Madison County	1	Kosciusko County	3	Sioux County	2	Seward County	1
McDuffie County	1	La Porte County	4	Story County	3	Shawnee County	2
Mitchell County	1	Madison County	5	Van Buren County	3	Sumner County	1
Monroe County	1	Marion County	29	Wapello County	1	Unified Govt. of Wyandotte	2
Morgan County	1	Monroe County	4	Warren County	2	Wabaunsee County	1
Murray County	1	Newton County	1	Washington County	2	Wichita County	1
Newton County	2	Owen County	1	Webster County	1	Wilson County	1
Oconee County	1	Parke County	1	Winnebago County	2	Total Counties:	65
Peach County	1	Perre County	1	Winneshiek County	1	Total Votes:	113
Pierce County	1	Pike County	1	Woodbury County	4	Kentucky	
Polk County	2	Putnam County	2	Worth County	1	County	Votes
Pulaski County	1	Scott County	1	Wright County	1	Boone County	1
Rabun County	1	Vanderburgh County	6	Total Counties:	6	Bourbon County	1
Richmond County	7	Vigo County	4	Total Votes:	3	Boyle County	1
Rockdale County	2	Wayne County	3	Kansas		Breckinridge County	1
Spalding County	2	Wells County	1	County	Votes	Bullitt County	1
Stephens County	1	Total Counties:	25	Allen County	1	Butler County	1
Stewart County	1	Total Votes:	94	Anderson County	1	Campbell County	1
Sumter County	2	Iowa		Atchison County	1	Clark County	1
Tattnall County	1	County	Votes	Barber County	1	Daviess County	1
Taylor County	1	Audubon County	1	Barton County	1	Floyd County	1
Telfair County	1	Benton County	1	Bourbon County	2	Franklin County	2
Tift County	2	Black Hawk County	5	Butler County	1	Grant County	1
Toombs County	1	Boone County	1	Cherokee County	1	Hancock County	2
Towns County	1	Bremer County	1	Cloud County	1	Harlan County	1
Treutlen County	1	Buchanan County	1	Coffey County	1	Harrison County	1
Troup County	3	Buena Vista County	1	Crawford County	1	Jefferson County	1
Twiggs County	1	Butler County	1	Dickinson County	2	Kenton County	2
Upson County	1	Calhoun County	1	Douglas County	1	Larue County	1
Walker County	3	Cass County	1	Ellis County	3	Lawrence County	1
Ware County	2	Cerro Gordo County	2	Ellsworth County	1	Lincoln County	3
Warren County	1	Cherokee County	1	Finney County	1	Livingston County	1
Washington County	1	Chickasaw County	1	Franklin County	1	Lyon County	1
Wayne County	1	Clay County	1	Geary County	2	Madison County	2
Webster County	1	Clayton County	1	Gove County	1	Marshall County	1
Wheeler County	1	Clinton County	2	Grant County	1	McLean County	2
Whitfield County	3	Crawford County	1	Gray County	1	Menifee County	1
Wilkinson County	1	Delaware County	1	Greeley County	1	Pendleton County	1
Worth County	1	Des Moines County	2				
Total Counties:	109						

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Annual Conference Member Counties and Vote Allocation

Kentucky continued from page 8

Powell County	1
Pulaski County	2
Rowan County	1
Scott County	1
Shelby County	1
Warren County	3
Wester County	1
Total Counties:	34
Total Votes:	81

Louisiana

County	Votes
Allen Parish	1
Ascension Parish	3
Assumption Parish	1
Avoyelles Parish	2
Beauregard Parish	2
Bienville Parish	1
Bossier Parish	4
Caddo Parish	9
Calcasieu Parish	7
Cameron Parish	1
De Soto Parish	1
East Baton Rouge Parish	14
East Feliciana Parish	1
Evangeline Parish	2
Franklin Parish	1
Grant Parish	1
Iberia Parish	3
Iberville Parish	2
Jackson Parish	1
Jefferson Davis Parish	2
Jefferson Parish	17
La Salle Parish	1
Lafayette Consolidated Govt.	6
Lincoln Parish	2
Madison Parish	1
Natchitoches Parish	2
Orleans Parish	19
Plaquemines Parish	1
Pointe Coupee Parish	1
Rapides Parish	5
Sabine Parish	1
St. Bernard Parish	3
St. Charles Parish	2
St. James Parish	1
St. John The Baptist Parish	2
St. Landry Parish	3
St. Martin Parish	2
Tangipahoa Parish	4
Tensas Parish	1
Terrebonne Parish	4
Union Parish	1
Vermilion Parish	2
Vernon Parish	3
Webster Parish	2
West Baton Rouge Parish	1
West Feliciana Parish	1
Total Counties:	46
Total Votes:	147

Maine

Franklin County	2
Lincoln County	2
Somerset County	2
Total Counties:	3
Total Votes:	6

Maryland

County	Votes
Allegany County	3
Anne Arundel County	16
Baltimore City	27
Baltimore County	26
Calvert County	2
Caroline County	1
Carroll County	5
Cecil County	3
Charles County	4
Dorchester County	2
Frederick County	6
Garrett County	2
Harford County	7
Howard County	7
Kent County	1
Montgomery County	28
Prince George's County	27
Queen Anne's County	2
Somerset County	1
Talbot County	2
Washington County	5
Wicomico County	3
Worcester County	2
Total Counties:	23
Total Votes:	182

Massachusetts

County	Votes
Barnstable County	1
Norfolk County	1
Total Counties:	2
Total Votes:	2

Michigan

County	Votes
Allegan County	4
Antrim County	1
Benzie County	1
Berrien County	6
Calhoun County	5
Charlevoix County	1
Chippewa County	2
Clare County	1
Clinton County	3
Crawford County	1
Delta County	2
Dickinson County	1
Eaton County	4
Emmet County	1
Genesee County	16
Gladwin County	1
Gogebic County	1
Grand Traverse County	3
Griatiot County	2
Hillsdale County	2
Huron County	2
Ingham County	11
Iron County	1
Isabella County	2
Jackson County	6
Kalamazoo County	9
Kent County	19
Lake County	1
Lapeer County	3
Lenawee County	4
Livingston County	5
Macomb County	26
Manistee County	1
Marquette County	3

Menominee County	1
Midland County	3
Monroe County	5
Montcalm County	2
Montmorency County	1
Muskegon County	6
Newaygo County	2
Oakland County	40
Oceana County	1
Ontonagon County	1
Osceola County	1
Otsego County	1
Ottawa County	7
Saginaw County	8
Sanilac County	2
Schoolcraft County	1
St. Clair County	6
St. Joseph County	3
Washtenaw County	11
Wayne County	74
Wexford County	1
Total Counties:	55
Total Votes:	328

Minnesota

County	Votes
Aitkin County	1
Anoka County	9
Becker County	2
Beltrami County	2
Benton County	2
Big Stone County	1
Blue Earth County	2
Brown County	1
Carlton County	2
Carver County	2
Cass County	1
Chippewa County	1
Chisago County	2
Clay County	2
Clearwater County	1
Cook County	1
Cottonwood County	1
Crow Wing County	2
Dakota County	10
Douglas County	2
Faribault County	1
Fillmore County	1
Freeborn County	2
Goodhue County	2
Hennepin County	38
Houston County	1
Hubbard County	1
Isanti County	1
Itasca County	2
Jackson County	1
Kanabec County	1
Kandiyohi County	2
Kittson County	1
Koochiching County	1
Lac Qui Parle County	1
Lake County	1
Lake Of The Wood County	1
Le Sueur County	1
Lincoln County	1
Lyon County	1
Mahnomen County	1
Marshall County	1
Martin County	1
McLeod County	2
Meeker County	1
Mille Lacs County	1
Morrison County	2

Mower County	2
Murray County	1
Nicollet County	2
Nobles County	1
Norman County	1
Olmsted County	4
Otter Tail County	2
Pennington County	1
Pine County	1
Pipestone County	1
Polk County	2
Pope County	1
Ramsey County	18
Red Lake County	1
Redwood County	1
Renville County	1
Rice County	2
Rock County	1
Roseau County	1
Scott County	3
Sherburne County	2
Sibley County	1
St. Louis County	8
Stearns County	5
Steele County	2
Stevens County	1
Swift County	1
Todd County	1
Traverse County	1
Wabasha County	1
Wadena County	1
Waseca County	1
Washington County	6
Watsonwan County	1
Wilkin County	1
Winona County	2
Wright County	3
Yellow Medicine County	1
Total Counties:	85
Total Votes:	203

Mississippi

County	Votes
Adams County	2
Attala County	1
Bolivar County	2
Calhoun County	1
Carroll County	1
Claiborne County	2
Clarke County	2
Coahoma County	38
Covington County	1
De Soto County	3
Forrest County	3
Franklin County	1
George County	1
Greene County	1
Grenada County	2
Hancock County	1
Harrison County	6
Hinds County	10
Humphreys County	1
Issaquena County	1
Jackson County	5
Jasper County	1
Jones County	3
Kemper County	1
Lamar County	2
Lauderdale County	3
Lee County	3
Leflore County	2
Lowndes County	3
Madison County	2
Marion County	1

Missouri

County	Votes
Andrew County	1
Atchison County	1
Audrain County	1
Barton County	1
Bates County	1
Benton County	1
Bollinger County	1
Boone County	5
Buchanan County	4
Butler County	2
Caldwell County	1
Cape Girardeau County	3
Carter County	1
Cass County	3
Chariton County	1
Christian County	2
Clay County	6
Clinton County	1
Cole County	3
Cooper County	1
Dade County	1
De Kalb County	1
Dunklin County	2
Franklin County	3
Gasconade County	1
Gentry County	1
Greene County	8
Henry County	1
Iron County	1
Jackson County	23
Jefferson County	7
Laclede County	1
Lafayette County	2
Lawrence County	2
Lincoln County	2
Linn County	1
Livingston County	1
Macon County	1
Madison County	1
Marion County	2
Miller County	1
Mississippi County	1
Moniteau County	1
Monroe County	1
Newton County	2
Oregon County	1
Ozark County	1
Pemiscot County	1

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Annual Conference Member Counties and Vote Allocation

Missouri continued from page 9

Perry County	1
Pettis County	2
Phelps County	2
Platte County	3
Putnam County	1
Randolph County	1
Ray County	1
Reynolds County	1
St. Clair County	1
St. Francois County	2
St. Genevieve County	1
St. Louis County	36
Stone County	1
Sullivan County	1
Taney County	1
Texas County	1
Warren County	1
Washington County	1
Total Counties:	66
Total Votes:	169

Montana

County	Votes
Anaconda-Deer Lodge	1
Beaverhead County	1
Blaine County	1
Broadwater County	1
Carbon County	1
Cascade County	3
Chouteau County	1
Custer County	1
Fallon County	1
Fergus County	1
Flathead County	3
Gallatin County	2
Glacier County	1
Granite County	1
Hill County	1
Jefferson County	1
Lewis And Clark County	2
Lincoln County	1
Madison County	1
McCone County	1
Meagher County	1
Mineral County	1
Missoula County	3
Musselshell County	1
Park County	1
Phillips County	1
Powell County	1
Roosevelt County	1
Rosebud County	1
Sanders County	1
Stillwater County	1
Toole County	1
Valley County	1
Yellowstone County	5
Total Counties:	34
Total Votes:	46

Nebraska

County	Votes
Adams County	2
Banner County	1
Boone County	1
Buffalo County	2
Cass County	1
Cherry County	1
Custer County	1
Dawson County	1
Douglas County	16

Fillmore County	1
Franklin County	1
Hall County	2
Hamilton County	1
Holt County	1
Howard County	1
Jefferson County	1
Keith County	1
Kimball County	1
Lancaster County	8
Lincoln County	2
Madison County	2
Nemaha County	1
Phelps County	1
Richardson County	1
Saline County	1
Sarpy County	4
Saunders County	1
Scotts Bluff County	2
Seward County	1
Sioux County	1
Stanton County	1
Thayer County	1
Thurston County	1
Washington County	1
Wayne County	1
Total Counties:	35
Total Votes:	66

Nevada

County	Votes
Carson City	2
Churchill County	1
Clark County	27
Douglas County	2
Elko County	2
Esmeralda County	1
Eureka County	1
Humboldt County	1
Lander County	1
Lincoln County	1
Lyon County	1
Mineral County	1
Nye County	1
Pershing County	1
Storey County	1
Washoe County	10
White Pine County	1
Total Counties:	17
Total Votes:	55

New Hampshire

County	Votes
Belknap County	2
Carroll County	2
Cheshire County	2
Coos County	2
Grafton County	2
Hillsborough County	2
Merrimack County	2
Rockingham County	2
Strafford County	2
Sullivan County	2
Total Counties:	10
Total Votes:	20

New Jersey

County	Votes
Atlantic County	9
Burlington County	15
Cape May County	4
Cumberland County	6

Hudson County	21
Mercer County	12
Middlesex County	25
Monmouth County	21
Ocean County	16
Union County	18
Total Counties:	10
Total Votes:	147

New Mexico

County	Votes
Bernalillo County	18
Catron County	1
Chaves County	3
Cibola County	1
Colfax County	4
Curry County	1
De Baca County	2
Dona Ana County	5
Eddy County	2
Grant County	2
Guadalupe County	1
Harding County	1
Hidalgo County	1
Lea County	3
Lincoln County	1
Los Alamos County	1
Luna County	1
McKinley County	3
Mora County	1
Otero County	2
Quay County	1
Rio Arriba County	1
Roosevelt County	1
San Juan County	4
San Miguel County	1
Sandoval County	3
Santa Fe County	4
Sierra County	1
Socorro County	1
Taos County	1
Torrance County	1
Union County	1
Valencia County	2
Total Counties:	33
Total Votes:	74

New York

County	Votes
Broome County	8
Cattaraugus County	4
Cayuga County	3
Clinton County	4
Dutchess County	10
Erie County	36
Essex County	2
Genesee County	3
Greene County	2
Hamilton County	1
Jefferson County	5
Livingston County	3
Madison County	3
Monroe County	26
New York City	29
Onondaga County	17
Orange County	12
Oswego County	5
Rensselaer County	6
Rockland County	10
Saratoga County	7
Schenectady County	6
Seneca County	2
Steuben County	4

Suffolk County	48
Tompkins County	4
Ulster County	6
Westchester County	32
Total Counties:	28
Total Votes:	298

North Carolina

County	Votes
Alamance County	4
Alexander County	1
Alleghany County	1
Anson County	1
Ashe County	1
Avery County	1
Beaufort County	2
Bertie County	1
Bladen County	2
Brunswick County	2
Buncombe County	7
Burke County	3
Cabarrus County	4
Caldwell County	3
Camden County	1
Carteret County	2
Caswell County	1
Catawba County	5
Chatham County	2
Cherokee County	1
Chowan County	1
Clay County	2
Cleveland County	1
Columbus County	2
Craven County	3
Cumberland County	10
Currituck County	1
Dare County	1
Davidson County	5
Davie County	2
Duplin County	2
Durham County	7
Edgecombe County	3
Forsyth County	10
Franklin County	2
Gaston County	7
Gates County	1
Granville County	2
Greene County	1
Guilford County	13
Halifax County	3
Harnett County	3
Haywood County	2
Henderson County	3
Hertford County	1
Hoke County	1
Hyde County	2
Iredell County	4
Jackson County	1
Johnston County	3
Jones County	1
Lee County	2
Lenoir County	3
Lincoln County	2
Macon County	1
Madison County	1
Martin County	1
McDowell County	2
Mecklenburg County	19
Mitchell County	1
Montgomery County	1
Moore County	3
Nash County	3
New Hanover County	5
Northampton County	1

Onslow County	6
Orange County	4
Pamlico County	1
Pasquotank County	2
Pender County	2
Perquimans County	1
Person County	2
Pitt County	1
Polk County	1
Randolph County	4
Richmond County	2
Robeson County	4
Rockingham County	4
Rowan County	5
Rutherford County	3
Sampson County	2
Scotland County	2
Stanly County	2
Stokes County	2
Surry County	3
Swain County	1
Transylvania County	1
Tyrrell County	1
Union County	4
Vance County	2
Wake County	16
Warren County	1
Washington County	1
Watauga County	2
Wayne County	4
Wilkes County	3
Wilson County	3
Yadkin County	2
Yancey County	2
Total Counties:	28
Total Votes:	289

North Dakota

County	Votes
Adams County	1
Barnes County	1
Benson County	1
Billings County	1
Bottineau County	1
Bowman County	1
Burke County	1
Burleigh County	3
Cass County	4
Cavalier County	1
Dickey County	1
Divide County	1
Dunn County	1
Eddy County	1
Emmons County	1
Foster County	1
Golden Valley County	1
Grand Forks County	3
Grant County	1
Griggs County	3
Hettinger County	1
Kidder County	2
Logan County	3
McHenry County	2
McIntosh County	1
McKenzie County	1
McLean County	1
Mercer County	2
Morton County	1
Mountrail County	1
Nelson County	3
Pembina County	3
Pierce County	1

Continued on page 11

Annual Conference Member Counties and Vote Allocation

North Dakota continued from page 10

Ramsey County	1
Ransom County	1
Renville County	1
Richland County	1
Rolette County	1
Sargent County	1
Sheridan County	1
Sioux County	1
Slope County	1
Stark County	1
Steele County	1
Stutsman County	1
Towner County	1
Traill County	1
Walsh County	1
Ward County	3
Wells County	1
Williams County	1
Total Counties:	51
Total Votes:	60

Ohio

County	Votes
Adams County	1
Allen County	4
Ashland County	2
Ashtabula County	4
Athens County	3
Auglaize County	2
Belmont County	3
Butler County	11
Clark County	6
Clermont County	6
Clinton County	2
Crawford County	2
Cuyahoga County	52
Defiance County	2
Delaware County	3
Erie County	3
Fairfield County	4
Fayette County	1
Franklin County	35
Gallia County	2
Greene County	5
Hamilton County	32
Hardin County	2
Highland County	2
Holmes County	2
Jefferson County	3
Knox County	2
Lake County	8
Licking County	5
Logan County	2
Lucas County	17
Mahoning County	10
Marion County	3
Mercer County	2
Miami County	4
Monroe County	1
Montgomery County	21
Morrow County	2
Muskingum County	3
Ottawa County	2
Pike County	1
Portage County	6
Preble County	2
Ross County	3
Sandusky County	3
Scioto County	3
Seneca County	3
Shelby County	2
Summit County	19

Trumbull County	9
Tuscarawas County	4
Union County	2
Van Wert County	2
Warren County	5
Wyandot County	1
Total Counties:	55
Total Votes:	341

Oklahoma

County	Votes
Beckham County	1
Blaine County	1
Canadian County	3
Cimarron County	1
Cleveland County	7
Coal County	1
Custer County	1
Grady County	2
Grant County	1
Hughes County	1
Jackson County	2
Logan County	2
Major County	1
Mayes County	2
Oklahoma County	22
Osage County	2
Pawnee County	1
Sequoyah County	2
Stephens County	2
Texas County	1
Tulsa County	19
Washington County	2
Woods County	1
Total Counties:	23
Total Votes:	78

Oregon

County	Votes
Baker County	1
Benton County	3
Clackamas County	11
Clatsop County	2
Columbia County	2
Crook County	1
Curry County	1
Deschutes County	3
Douglas County	4
Grant County	1
Harney County	1
Hood River County	1
Jackson County	6
Jefferson County	1
Josephine County	3
Klamath County	3
Lake County	1
Lane County	11
Lincoln County	2
Linn County	4
Malheur County	1
Marion County	9
Morrow County	1
Multnomah County	22
Sherman County	1
Tillamook County	1
Umatilla County	3
Union County	1
Wallowa County	1
Wasco County	1
Washington County	12
Wheeler County	1
Yamhill County	3

Total Counties:	33
Total Votes:	119

Pennsylvania

County	Votes
Adams County	3
Beaver County	7
Bedford County	2
Berks County	13
Bradford County	3
Butler County	6
Carbon County	3
Centre County	5
Chester County	14
Clarion County	2
Clinton County	2
Columbia County	3
Cumberland County	8
Dauphin County	9
Delaware County	20
Elk County	2
Erie County	10
Fayette County	6
Forest County	1
Franklin County	5
Greene County	2
Jefferson County	2
Juniata County	1
Lackawanna County	8
Lancaster County	16
Lawrence County	4
Lehigh County	11
Mercer County	5
Monroe County	4
Montour County	1
Northampton County	9
Northumberland County	4
Perry County	2
Philadelphia County	58
Pike County	2
Schuylkill County	6
Snyder County	2
Somerset County	3
Union County	2
Warren County	2
Washington County	8
Wyoming County	2
York County	13
Total Counties:	43
Total Votes:	291

South Carolina

County	Votes
Bamberg County	1
Barnwell County	1
Beaufort County	4
Calhoun County	1
Charleston County	11
Chesterfield County	2
Clarendon County	1
Colleton County	9
Darlington County	2
Dillon County	2
Edgefield County	1
Fairfield County	1
Florence County	3
Georgetown County	1
Greenville County	12
Greenwood County	3
Hampton County	1
Horry County	6
Jasper County	1

Kershaw County	2
Lancaster County	2
Laurens County	3
Lee County	1
Lexington County	7
Marion County	2
Marlboro County	2
McCormick County	1
Newberry County	2
Oconee County	3
Orangeburg County	4
Richland County	11
Saluda County	1
Spartanburg County	9
Sumter County	4
Union County	2
Williamsburg County	2
York County	5
Total Counties:	37
Total Votes:	124

South Dakota

County	Votes
Beadle County	1
Bennett County	1
Bon Homme County	1
Brookings County	1
Brown County	2
Brule County	1
Butte County	1
Campbell County	1
Charles Mix County	1
Clay County	1
Codington County	1
Custer County	1
Davison County	1
Douglas County	1
Edmunds County	1
Fall River County	1
Grant County	1
Hand County	1
Hughes County	1
Hutchinson County	1
Jerauld County	1
Lawrence County	1
Lincoln County	1
Lyman County	1
McCook County	1
McPherson County	1
Meade County	1
Miner County	1
Minnehaha County	5
Pennington County	3
Perkins County	1
Stanley County	1
Sully County	1
Turner County	1
Union County	1
Walworth County	1
Total Counties:	36
Total Votes:	43

Tennessee

County	Votes
Anderson County	3
Bradley County	3
Campbell County	2
Carter County	2
Crockett County	1
Davidson County	19
De Kalb County	1
Dickson County	2

Dyer County	2
Franklin County	2
Gibson County	2
Hamilton County	11
Haywood County	1
Hickman County	1
Jefferson County	2
Johnson County	1
Knox County	13
Lauderdale County	1
Loudon County	2
Macon County	1
Madison County	3
Marion County	1
McMinn County	2
Montgomery County	4
Obion County	2
Rutherford County	5
Scott County	1
Sevier County	2
Shelby County	30
Sumner County	4
Tipton County	2
Unicoi County	1
Washington County	4
Weakley County	2
Williamson County	3
Total Counties:	35
Total Votes:	138

Texas

County	Votes
Andrews County	1
Aransas County	1
Archer County	1
Austin County	1
Bandera County	1
Bastrop County	2
Bee County	1
Bell County	7
Bexar County	43
Bosque County	1
Brazoria County	7
Brazos County	5
Brooks County	1
Burnet County	1
Calhoun County	1
Carson County	1
Cass County	2
Chambers County	1
Cherokee County	2
Cochran County	1
Collin County	10
Collingsworth County	1
Comal County	2
Concho County	1
Cooke County	2
Crane County	1
Crosby County	1
Culberson County	1
Dallas County	68
Dawson County	1
Denton County	10
DeWitt County	1
Duval County	1
Eastland County	1
El Paso County	22
Ellis County	4
Falls County	1
Fayette County	1
Fort Bend County	9
Franklin County	1

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Annual Conference Member Counties and Vote Allocation

Texas continued from page 11

Gaines County	1	Wood County	2
Galveston County	8	Yoakum County	1
Garza County	1	Zavala County	1
Grayson County	4	Total Counties:	115
Gregg County	4	Total Votes:	468
Guadalupe County	3	Utah	
Harris County	74	County	Votes
Hays County	3	Beaver County	1
Hemphill County	1	Box Elder County	2
Hood County	2	Cache County	3
Hopkins County	2	Carbon County	1
Houston County	1	Daggett County	1
Hutchinson County	1	Davis County	7
Jack County	1	Duchesne County	1
Jackson County	1	Emery County	1
Jasper County	2	Garfield County	1
Jim Hogg County	1	Grand County	1
Jim Wells County	2	Iron County	1
Jones County	1	Juab County	1
Karnes County	1	Kane County	1
Kaufman County	2	Millard County	1
Kenedy County	1	Morgan County	1
Kimble County	1	Piute County	1
Kleberg County	2	Rich County	1
Knox County	1	Salt Lake County	27
La Salle County	1	San Juan County	1
Lamb County	1	Sanpete County	1
Lampasas County	1	Sevier County	1
Lee County	1	Summit County	1
Lipscomb County	1	Tooele County	1
Live Oak County	1	Uintah County	1
Loving County	1	Utah County	10
Marion County	1	Wasatch County	1
Martin County	1	Washington County	2
Mason County	1	Wayne County	1
McCulloch County	1	Weber County	6
McMullen County	1	Total Counties:	29
Medina County	1	Total Votes:	79
Milam County	1	Virginia	
Moore County	1	County	Votes
Morris County	1	Accomack County	2
Navarro County	2	Albemarle County	3
Newton County	1	Alleghany County	1
Nueces County	11	Amelia County	1
Palo Pinto County	1	Amherst County	2
Panola County	1	Appomattox County	1
Parmer County	1	Arlington County	7
Polk County	2	Augusta County	2
Rains County	1	Bath County	1
Real County	1	Bedford County	2
Robertson County	1	Bland County	1
Rockwall County	1	Botetourt County	1
Runnels County	1	Brunswick County	1
Rusk County	2	Buchanan County	2
Sabine County	1	Buckingham County	1
San Patricio County	3	Campbell County	2
Scurry County	1	Caroline County	1
Shackelford County	1	Carroll County	1
Smith County	6	Charles City County	1
Swisher County	1	Charlotte County	1
Tarrant County	43	Chesterfield County	8
Taylor County	5	Clarke County	1
Terrell County	1	Craig County	1
Terry County	1	Culpeper County	2
Trinity County	1	Cumberland County	1
Tyler County	1	Dickenson County	1
Upton County	1	Dinwiddie County	1
Washington County	1	Essex County	1
Webb County	5	Fairfax County	30
Wharton County	2	Fauquier County	2
Wilbarger County	1		
Williamson County	6		

Floyd County	1	Chelan County	2
Fluvanna County	1	Clallam County	3
Franklin County	2	Clark County	9
Frederick County	2	Cowlitz County	3
Giles County	1	Douglas County	1
Gloucester County	2	Ferry County	1
Goochland County	1	Franklin County	2
Grayson County	1	Grant County	2
Greene County	1	Grays Harbor County	3
Greensville County	1	Island County	3
Halifax County	2	Jefferson County	1
Hanover County	3	King County	55
Henrico County	8	Kitsap County	7
Henry County	3	Kittitas County	1
Highland County	1	Klickitat County	1
Isle Of Wight County	1	Lewis County	3
James City	2	Lincoln County	1
King And Queen County	1	Mason County	2
King George County	1	Okanogan County	2
King William County	1	Pacific County	1
Lancaster County	1	Pend Oreille County	1
Lee County	1		
Loudoun County	4		
Louisa County	1		
Lunenburg County	1		
Madison County	1		
Mathews County	1		
Mecklenburg County	2		
Middlesex County	1		
Montgomery County	3		
Nelson County	1		
New Kent County	1		
Northampton County	1		
Northumberland County	1		
Nottoway County	1		
Orange County	1		
Page County	1		
Patrick County	1		
Pittsylvania County	3		
Powhatan County	1		
Prince Edward County	1		
Prince George County	1		
Prince William County	8		
Pulaski County	2		
Rappahannock County	1		
Richmond County	1		
Roanoke County	3		
Rockbridge County	1		
Rockingham County	3		
Russell County	2		
Scott County	1		
Shenandoah County	2		
Smyth County	2		
Southampton County	1		
Spotsylvania County	3		
Stafford County	3		
Surry County	1		
Sussex County	1		
Tazewell County	2		
Warren County	1		
Washington County	2		
Westmoreland County	1		
Wise County	2		
Wythe County	1		
York County	2		
Total Counties:	95		
Total Votes:	194		
Washington			
County	Votes		
Adams County	1		
Asotin County	1		
Benton County	5		

Pierce County	22
San Juan County	1
Skagit County	3
Skamania County	1
Snohomish County	17
Stevens County	2
Thurston County	6
Wahkiakum County	2
Walla Walla County	3
Whatcom County	5
Yakima County	7
Total Counties:	35
Total Votes:	178
West Virginia	
County	Votes
Berkeley County	3
Brooke County	1

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State	Counties	Votes
Alaska	15	19
Alabama	64	171
Arkansas	29	66
Arizona	15	137
California	52	764
Colorado	52	149
Delaware	3	27
Florida	51	483
Georgia	109	233
Hawaii	4	42
Iowa	65	113
Idaho	44	64
Illinois	29	226
Indiana	25	94
Kansas	63	114
Kentucky	34	81
Louisiana	46	147
Massachusetts	2	2
Maryland	23	182
Maine	3	6
Michigan	55	328
Minnesota	85	203
Missouri	66	169
Mississippi	50	99
Montana	34	46
North Carolina	99	289
North Dakota	51	60
Nebraska	35	66
New Hampshire	10	20
New Jersey	10	147
New Mexico	33	74
Nevada	17	55
New York	28	298
Ohio	55	341
Oklahoma	23	78
Oregon	33	119
Pennsylvania	43	291
South Carolina	37	124
South Dakota	36	43
Tennessee	35	138
Texas	115	468
Utah	29	79
Virginia	95	194
Washington	35	178
Wisconsin	42	164
West Virginia	19	39
Wyoming	23	31
Total	1,921	7,261

West Virginia continued from page 12

Fayette County	2
Grant County	1
Hancock County	2
Harrison County	3
Jefferson County	2
Marion County	3
Marshall County	2
Mercer County	3
Mingo County	2
Monongalia County	3
Monroe County	1
Ohio County	2
Pleasants County	1
Pocahontas County	1
Raleigh County	3
Wayne County	2
Wyoming County	2
Total Counties:	19
Total Votes:	39

Wisconsin

County	Votes
Adams County	1
Ashland County	1
Barron County	2
Bayfield County	1
Brown County	8
Buffalo County	1
Burnett County	1
Clark County	2
Dane County	14
Dodge County	3
Douglas County	2
Dunn County	2
EAU Claire County	4
Forest County	1
Green County	2
Jackson County	1
Jefferson County	3
Juneau County	1
Kenosha County	5
La Crosse County	4
Lafayette County	1
Lincoln County	1
Marathon County	5
Marinette County	2
Marquette County	1
Milwaukee County	35
Oconto County	2
Outagamie County	6
Portage County	3
Racine County	7
Richland County	1
Rock County	6
Sauk County	2
Sheboygan County	4
Trempealeau County	1
Vernon County	1
Vilas County	1
Walworth County	3
Washington County	4
Waukesha County	12
Waushara County	1
Winnebago	6
Total Counties:	42
Total Votes:	164

Wyoming

County	Votes
Albany County	2
Big Horn County	1
Campbell County	1
Carbon County	2
Converse County	1

Crook County	1
Fremont County	2
Goshen County	1
Hot Springs County	1
Johnson County	1
Laramie County	3
Lincoln County	1
Natrona County	3
Niobrara County	1
Park County	1
Platte County	1
Sheridan County	1
Sublette County	1
Sweetwater County	2
Teton County	1
Uinta County	1
Washakie County	1
Weston County	1
Total Counties:	23
Total Votes:	31

2000 Voting Process

NACo member counties will elect officers and vote on national policies to be included in the American County Platform at the Annual Conference in Mecklenburg County (Charlotte), N.C. on Tuesday, July 18.

To be eligible to vote, a county must be a paid member of NACo. Member counties are required to designate one of their elected officials to pick up and cast the county's vote(s).

A county may designate an alternate county official within its county, an official from another county within its state or its state association director or president to pick up credentials materials.

The credentials documents contain the state and county name, the number of votes for the county, and the name and signature of the person who picked up the credentials form.

If the county is voting by proxy by designating its state association executive director or a delegate from another county in the state to cast the county's votes — both the county and the designee must be paid registrants of the conference.

The designee will be required to present proof of registration prior to picking up credentials materials.

Credentials forms were mailed to the chief elected officials of member counties May 18.

After completing the form, please send your Credentials Identification Forms to: Credentials Committee, c/o Membership Coordinator, National Association of Counties, 440 First Street, N.W., Washington, DC 20001 or fax to Susan Parrish at 202/393-2630.

NACo needs to receive this information by **Monday, June 19**. Questions regarding this process can be directed to Susan Parrish, membership coordinator, at 202/942-4242; or e-mail: sparrish@naco.org.

NACo's most frequently asked voting questions

On what issues or for which candidates do counties vote?

Counties vote on resolutions that set NACo legislative policy for the coming year. Delegates also elect NACo officers for the coming year. In 2000, one of the four officers' slots is contested — second vice president.

How can my county vote?

A county must be a NACo member "in good standing" to vote. This means a county's dues for the year must be paid before the voting occurs. Also the county must have at least one paid registration for the annual conference and have proper credentials.

What are credentials?

Credentials attest to a county's eligibility to vote. They contain information on the number of votes a county is eligible to cast, as well as the identity of the delegate that is authorized to cast the county's vote.

What is the credentials form?

The credentials form provides a space in which to designate the name of the individual who can cast the county's ballot. This individual (or an alternate) is also responsible for picking up the ballot. The form is used by NACo to prepare a county's voting credentials.

How is the credentials form distributed?

The form is mailed to the chief elected official in member counties (the board president or county executive), so that they can provide the name of the county's voting delegate to NACo. Only counties that had paid their 2000 NACo dues received a credentials form. The form was mailed May 18. The deadline for returning the form to NACo is Monday, June 19.

What do I do if I missed the June deadline for returning the credentials identification form to NACo?

It won't be too late to return the credentials form. However, it's a good idea to call NACo's membership coordinator, Susan Parrish at 202/942-4242, and alert her that the form is on its way. You can return the form via fax (202/393-2630).

If you have misplaced the form, another can be faxed to you (Parrish-202/942-4242), or you can prepare a letter on your county's stationery stating the name and job title of the voting delegate and alternate delegate. This letter can be used by the

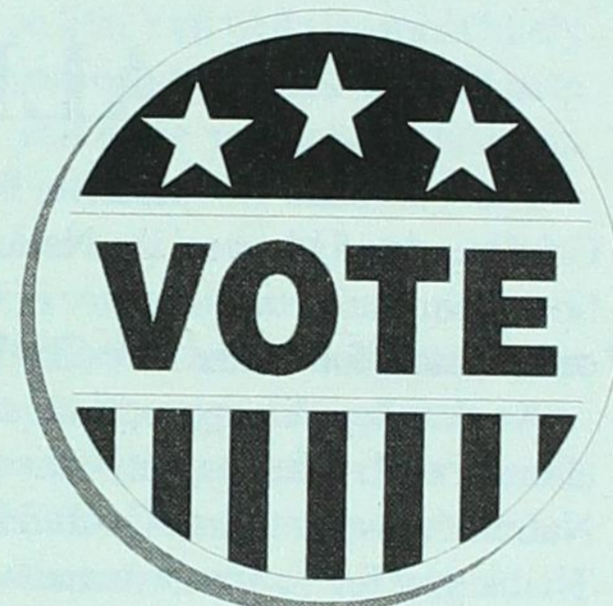
voting delegate to pick up your county's ballot at the Credentials Desk.

How does NACo determine the number of votes each county receives?

The number of votes is determined by the amount of dues a county pays. Dues, in turn, are based on population.

NACo's bylaws allot one additional vote for every \$500 paid in dues. Therefore, counties with dues between \$350 and \$499 receive one vote; counties with dues between \$500 and \$999 receive two votes; counties with dues between \$1,000 to \$1,499 receive three votes, and so on. The maximum possible number of votes is 74.

My county has 10 votes. How can our 25 commissioners divide



or share the votes?

That's up to your county. NACo has no rule as to how counties decide whom to vote for or how to allocate their votes.

Our county executive is attending the conference and is the only person from our county attending. However, he is leaving before the voting takes place. Can our county still vote?

Yes, there is proxy voting. Your executive can give the county's ballot to either your state association's executive director or president. He can also give it to another county official within your state.

The is my first Annual Conference and I am the designated voting delegate. What should I do when I arrive at the conference?

The first thing you do is register for the conference. After registering, go to the Credentials Desk, which is adjacent to registration and present your conference nametag. You should later check the conference program to find out when your state association is having its caucus.

State associations typically have a breakfast or dinner. It's usually at

this time that officials from the state will determine how they will handle the voting process.

The election is scheduled for Tuesday, July 18.

What if our commissioners want to vote for the two different candidates running for the same office of second vice president. Can we split our vote?

Nothing in NACo bylaws prohibits a county's splitting its vote.

I've heard the term "unit vote" used. What is it?

Some states, by custom or policy, cast all of their votes as a block, or "unit." However, NACo bylaws permit each county to cast its votes as it chooses.

When does the voting take place?

The voting takes place Tuesday, July 18.

How does the voting occur?

States sit together as a delegation. The reading clerk will call out a state. Someone appointed by that state will approach the nearest microphone and cast the state's vote. This will continue until one of the candidates has a majority (50 percent plus one) of the total number of votes being cast. However, this is not a hard and fast rule. In 1998 delegates continued voting after the 51 percent mark had been reached.

What is the Credentials Committee?

The Credentials Committee ensures the credibility of the election and is charged with resolving disputes among members.

How are members selected?

The current NACo president nominates a minimum of three elected county officials from member counties.

NACo President C. Vernon Gray has appointed the following to serve on the committee.

Parliamentarian: Julian Bolton, commissioner, Shelby County, Tenn.

Chair: Oscar Soliz, clerk, Nueces County, Texas

Members: Joan Hastings, clerk, Tulsa County, Okla.

Julia Gouge, commissioner, Wayne County, Md.

Two additional people TBA

Tally Clerk: Helen Purcell, recorder, Maricopa County, Ariz.

Reading Clerk: Joseph Giles, council member, Erie County, Pa.

FINANCIAL SERVICES NEWS

FSC Working to Lower Airline Fares for Local Officials

www.countynews.org

A group of purchasing agents, county and city officials and the NACo Financial Services Center are working on a proposal to reduce airline travel costs for local governments. Facilitated by the National Institute of Governmental Purchasing (NIGP), the group is collecting data in order to create a national airline fare bid.

"Our group has decided that a great inequity exists between the prices paid by federal and state employees and the prices paid by local government employees for airfares," stated group chairman Darren Muci, Sedgwick County, Kan. purchasing

director. "The airlines extend significant advantages to our colleagues at other levels of government, but extend few discounts to us."

Muci's steering committee includes representatives from various airport authorities, county and city governments and NIGP. NACo Financial Services Center surveyed local governments through a fax-back questionnaire. More than 400 local governments responded with budgetary information and city-pair travel. The purpose of the survey was to determine the total volume of local government air travel and the costs of that travel to specific loca-

tions across the nation.

The steering committee will use the information from the survey to construct a bid or request for proposals from the airline industry. The group hopes to achieve volume discounts, pricing incentives and electronic ordering incentives.

Although it may be difficult for the airlines to offer federal pricing to local governments, the steering committee hopes to achieve other pricing and ordering considerations.

If the group can achieve "Saturday overnight" pricing without being required to stay over a Saturday night, local governments will see

real savings in other travel costs including hotel rooms, meals and rental car expenses.

California State Association of Counties has had a discount airfare program since 1991 and has documented substantial savings to counties and cities in that state. Texas allows local governments to travel on the state's airfare contracts, which are very competitive.

"If the purchasing group is able to bring pricing and travel considerations to all local governments, the taxpayer will be the big winner," observed NACo Executive Director Larry Naake.

"We have contemplated an airline program for some time," stated Steve Swendiman, managing director of the NACo FSC. "The difficulty has been structuring a bid that meets the needs of both our counties and cities and the airline industry. With this steering committee effort, we hope to be able to add airline fares to our U.S. Communities Government Purchasing Alliance program."

The Government Purchasing Alliance program presently offers contracts for office supplies, computers, systems furniture and general/electrical supplies through competitive bids by large public entities.

The steering committee will work through the summer to complete its analysis and construct a bid document. Counties interested in participating in the survey can copy and fill out the survey on this page, fax back to 202/661-8876, contact the FSC, or download a copy of the survey on the FSC Web site (www.nacofsc.com). The survey asks for annualized travel expenses, a breakdown of city-pairs traveled and information regarding methods of payment for airline travel. The FSC needs to receive completed surveys by the end of June to include the information in the data analysis.

The Government Purchasing Alliance is also working on bids for case goods furniture (file cabinets, desks, chairs, etc.) and a rebid of the office supply contract. A pilot project is under way on office machines, particularly copiers. If the pilot is successful, the program will be launched nationally within six months.

For more information on the purchasing program, counties are encouraged to contact the FSC or access information on the web at www.uscommunities.org.

U.S. COMMUNITIES GOVERNMENT PURCHASING ALLIANCE SURVEY

The National Cooperative Purchasing Alliance, a program jointly sponsored by NACo, the U.S. Conference of Mayors, the National Institute of Governmental Purchasing and more than 45 state associations, requests your assistance in filling out this survey. The alliance is attempting to create a national contract or contracts for airline fares for local governments.

To develop the appropriate strategy and bid documents, the alliance needs to accumulate information about travel volumes, city-pairs and airlines used. Please mail or fax this survey to Steve Swendiman, National Association of Counties, 440 First St., NW, Washington, DC 20001. Fax number is 202-661-8876. Thank you for your assistance with this project.

1. What was your jurisdiction's total cost of airfare during the most recent fiscal year?

\$ _____ Average cost of a ticket? \$ _____

2. How many round trip tickets were purchased from each airline serving your area?

- American Airlines _____
- Continental Airlines _____
- Delta Airlines _____
- Northwest Airlines _____
- Southwest Airlines _____
- TWA _____
- US Airways _____
- United Airlines _____
- Other: _____
- (Name) _____

3. List the major city-pairs involved in airline travel from your area. (Example: Sacramento-Dallas; Atlanta-Denver; Denver-Washington, DC., etc.)

4. How are airline tickets purchased by your jurisdiction?

- ___ Credit or procurement card
- ___ Direct billing by travel agency
- ___ Airline credit card
- ___ Other (please specify)

Your Name _____ Jurisdiction _____

Your Telephone # _____ Your State _____

THE H.R. DOCTOR IS IN

Please Pass the 'Catch Up'

Many local government leaders suffer from "piles." There are piles of memos on their desks. There are piles of phone messages not yet answered. There is a stack in a corner of the office, other than *County News* of course, which remain unread.

There are commitments made, often on the drive to work in the morning, that "today I will catch up." However, on the drive home there is a lament about the additional messages unanswered and more memos not read.

Despite our national obsession with doing things faster, we still never seem to catch up. This is true in our professional lives as elected and appointed county officials and is also true in our private lives as members of families, parents, persons in relationships with others and as members of the community. How can I make the time to do the things that really want to do? How do I catch up?

The HR Doctor suggests several strategies that may help. These all reflect the fact that much of the speed of the treadmill on which we walk, jog or run is based on a speed we set for ourselves. We have within our own capability to recognize when things are moving too fast for our personal or family health. We can make a conscious choice to adjust the speed control to a certain degree. We can make these adjustments by first understanding that we have this ability to handle the controls of our own lives and, within reasonable limits, be "captains of

our own ships."

Most things in life are trivial and few things are vital and compelling. Part of the catch up phenomenon is to come to understand what things are really important in our work and in our lives and to organize in such a way that we spend more energy on the "vital few" and less energy counting paper clips or sharpening No. 2 pencils. The HR Doctor wrote of this phenomenon in the article published on Feb. 1, 1999, titled "Applying the Pareto Principle."

In terms of day-to-day work, try these simple techniques:

- Strive to handle a piece of paper only once. When you read a memo, act on it once you read it, rather than put it in a stack that you will eventually handle two or three times.

- Work with your clerical support partner, sometimes known as "secretary" or administrative assistant or clerk typist, to create a "team of two" approach to managing the flow of paper. Have that office partner initially organize incoming paper into categories as simple "A,B,C," in which "A" represents signed business correspondence, memos, legal documents, etc., that must be personally read and dealt with in a time-sensitive manner. "B" may represent more routine correspondence for the information of the executive but requiring neither a response nor a sense of urgent attention. "C" represents materials that are either unwanted solicitations or journals, magazines or other more "strategic information" for the

executive's consideration later.

- Organize your time so that you always accomplish the goal of keeping the "A" file emptied and the "B" file reviewed and emptied everyday. The junk mail in a "C" file can be segregated out quickly leaving the strategic journals, magazines, etc., for a periodic review later.

- Create a time for the regular review of the long-range strategic items. For some, arrival at the office particularly early one day a week may provide an extra hour of relative calm and freedom from phones and interruptions.

This is a time to enjoy strategic thinking and professional development by reviewing the literature to keep up to date. It takes a little discipline initially to keep this early time from being consumed by others who also arrive early; however, the bottom line is to select a personally comfortable time for strategic thinking and developing your "bank" of background information.

- Use electronic "toys" for personal productivity. We live in a world rich with advances that can help us improve productivity and reduce the waste of our most precious commodity — time. All executives and those who aspire to a position of commissioner, supervisor, manager or director need to be proficient and comfortable in the use of devices such as the personal computer and the Internet, a cell phone and electronic organizers.

The more comfortable you are with these 21st century No. 2 pen-

cils, the more they can help you get the most value out of the time spent focusing on work. The HR Doctor's 45-minute commute each way to the office is made easier by the presence of a small dictating machine.

- Taking part or all of a day periodically to be out of the office and do some work at home, in the middle of the public library or in a park is not only a great change of pace, but is a great approach to renewed creativity.

- Finding ways to personally shake the blues away or to change a routine will not only invigorate, but will help you be more productive.

Spend an hour during the day regularly with colleagues just beginning their careers, be a mentor, spend time as a school a mentor, do community service work through the United Way or any of thousands of charities and watch the result. By giving some of your time, you will receive a better perspective on work and on life. You will also most likely generate creative ideas that will help you solve the projects or tasks in these piles on your desk.

- Not only be a teacher, but find a teacher. Learn from others. Learn a new skill. Always be on the look out for opportunities to apply an idea learned from a colleague or a friend. The HR Doctor regularly learns valuable lessons that can be applied to public administration from the "HR wife" Charlotte and the "HR daughters" Elyse and Rachel. Chief among these lessons is patience, the importance of listening and the importance of spending time on things that

are most significant.

- Develop hobbies that are personally very enjoyable. Let your office or your cubicle be a reflection of your personality and your individuality. In the middle ages before the population was literate, the stained glass windows of great cathedrals were literally "books" used to educate and stimulate. When visitors come to your office, they should be able to "read" what they see as a reflection of you and what you hold to be important. The toys you bring to work, the photos on your walls, the volunteer service awards, etc., tell a lot about you. Unfortunately, so does a sterile office that lacks personality and conveys a sense of boredom and indifference.

Finally, a note of caution and irony — the way to catch up is not to allow work to be so all consuming that there may be no piles of paperwork to be seen in your office, but the price you pay is too expensive in terms of hurt families and personal relationships. The need to catch up is always with us in the modern world. However, like the other version of ketchup we put on french fries, or in some cases on anything that is edible, the idea is to catch up as an enhancement to our lives not as an all consuming focus. Best wishes from the HR Doctor and by the way, keep the *County News* in the "A" file.

Sincerely,
Phil Rosenberg
The HR Doctor
www.hrdr.net

Clark County, Wash. listens to youth concerns

Counties across the country celebrated National County Government Week in April in many different ways. Clark County, Wash. held a Youth Town Hall meeting, while Lincoln County, Ore.; Claire County, Mich.; and Mesa County, Colo. all issued proclamations to commemorate the week.

The Youth Town Hall was a new venture for the Clark County Board of Commissioners. More than 60 high school students were invited to share their comments and questions with Commissioners Craig Pridemore, Betty Sue Morris and Judie Stanton.

County Administrator Bill Barron suggested the town hall idea. "We want you to gain an understanding of some of the complex decisions and tradeoffs that must be made by county governments," he told the young people. "At the same time, we hope to foster an enthusiasm for citizen participation and a recognition that Clark County employees are open and responsive to hearing what all people have to say."

Tours started the day to give the students a basic understanding of the issues facing the county. They were divided into five groups that focused on specific topics: urban growth, traffic planning, saving trees within public rights-of-way, flood control and natural resource protection.

The learning went both ways. "From my perspective, I think the tours were a good learning experience," said Public Works Director

Ron Bergman, who was one of the guides. "I think we often forget about the dynamics of different interests on a project and only think about how to get our design/construction completed. It was a good refresher for us, too."

Following the tours, the students had lunch and then gathered with the commissioners in the auditorium for a lively exchange of ideas, questions and information.

Nicole Ewing, a student from Mountain View High School, told the commissioners that the event really sparked her interest in learning more about the issues. "I know after today, I will be paying more attention to what's going on in my community," she said.

Like many of the students, Steve Easterly appreciated the opportunity to be heard. "I liked how everyone voiced their opinions and concerns," he said, "and that the commissioners actually listened."

According to the 56 students who returned evaluation forms, the youth town hall was a success in nearly every area:

- 96 percent rated the overall event as either great or good
 - 96 percent said the tours were above average
 - 98 percent said they felt that youth voices were listened to and treated with respect
 - 96 percent believe they are more likely to get involved with community issues in the future
- And 29 students even volunteered to help plan the event next year.

Job Market

For more
information,
call

Victoria Vickers,

County News,

National
Association
of Counties,

202/942-4256.

Web Watch

• It's not too early to start planning your schedule for NACo's 2000 Annual Conference July 14-18 in Charlotte, Mecklenburg County, N.C. Check out the agenda at <http://www.naco.org/events/annual/2000agenda.cfm>

• Got an idea about how the federal government can use the Internet to better do its job? Sens. Fred D. Thompson (R-Tenn.) and Joseph I. Lieberman (D-Conn.) want to hear it.

They've started a Web site for the suggestions. You can find it at gov_affairs.senate.gov.

The senators hope to gather ideas about how the federal government can become more effective, more accessible and more responsive.

• Commissioners in FRANKLIN COUNTY, Ohio just approved a \$6.8 million contract to put court files on the Internet.

The new system will make the county among the first to use imaging for individual documents from court cases. HAMILTON and MONTGOMERY counties are also putting court files online.

The new system is expected to dramatically reduce the traffic in the clerk's office. Records will still be available in the clerk's office for

those without Internet access and for older records.

• They're marking the first birthday of www.bookhive.com in MECKLENBURG COUNTY. The Web site, run by the public library, has drawn kudos from Yahoo!, the American Library Association and Snap.com.

Bookhive is designed to help parents, children and teachers find the best in children's literature. Visits to the site have increased 500 percent in the past 10 months.

• A measure clarifying that sales taxes apply to purchases made on the Internet took its first steps in California recently. The state Assembly passed the measure on a close margin.

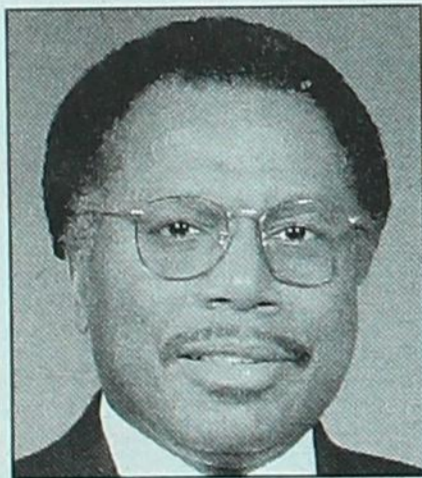
The bill requires the collection of sales taxes from online purchases if the business has a brick and mortar presence in the state.

The bill will have to make it through the state Senate and then it will have to get past Gov. Gray Davis, who is on record as opposing taxation of Internet sales.

(Send your Web Watch tips to kwilcox@naco.org. Web Watch is compiled by Kevin Wilcox, senior staff writer.)

NACo ON THE MOVE

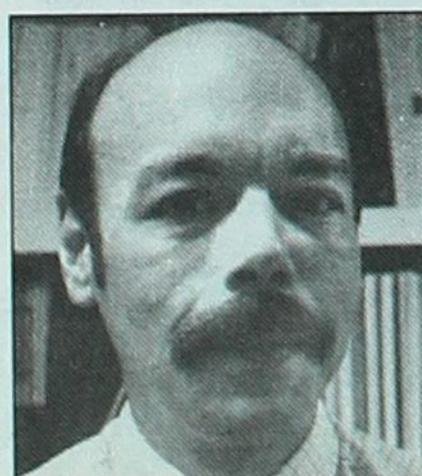
NACo OFFICERS/COUNTY OFFICIALS



C. Vernon Gray

◆ On June 4-6, C. Vernon Gray, NACo president, and Larry Naake, executive director, participated in a meeting of PTI's board of directors in Newport, R.I.

NACo STAFF



Lou Witt

◆ Lou Witt, senior project manager of the Radon/Indoor Air Project, was a featured presenter at a conference June 14-16 in Bangkok, Thailand. The conference was sponsored by the U.S. Agency for International Development and the Institute for International Education. Witt spoke to an audience of approximately 150 Thai professors, businessmen and scientists on the current status of U.S. indoor air pollution policies, regulations and local activities.

RESEARCH NEWS

Wanted: House with three bedrooms, two baths, and a three-car garage

The 2000 Census long form, mailed to 17 percent of all households, created some concern among people who received it because of its inquiry about issues that they considered an invasion of privacy. Some of the questions that raised this concern requested information about the number of rooms in a house and the number of bathrooms. One of the primary uses of this data is to determine what the current housing stock looks like and whether it is meeting the needs of people in the housing market. This data will be used to update the most recent housing statistics.

In May, the U.S. Department of Housing and Urban Development and the U.S. Census Bureau released a report on the number of housing units completed and constructed in the first quarter of 2000. Through the first three months of 2000, there were 362,000 privately owned-housing units constructed compared with 348,500 for the same time period in 1999. This represents a 4 percent increase.

Of the units constructed so far in 2000, 80 percent are one-unit structures, 18 percent contain five units or more, and the remaining two percent are units with two, three or four structures. The majority, 85 percent, of the new housing is located inside

Metropolitan Statistical Areas (MSAs), with 47 percent located in the South, 24 percent in the West, 20 percent in the Midwest, and 9 percent in the Northeast.

Although most housing units in all regions were single units, the Northeast led the regions with the highest percentage of single units, 91 percent, followed by the Midwest, 82 percent, West, 80 percent and the South, 77 percent. The South had the highest percentage, 22 percent, of five or more housing units.

One Family Houses

In addition to the number of houses constructed in 2000, characteristics of these houses were also tracked. In 2000, of the approximately 291,000 single units, 85 percent had installed central air conditioning, 68 percent used gas as heating fuel, 69 percent used warm-air furnace as its heating system and 56 percent had at least one fireplace. With regard to number of floors, 53 percent had two or more, while 46 percent had just one. Fifty-three percent reported three bedrooms, while 35 percent have four or more.

The number of bathrooms is more evenly distributed, as 37 percent have two, 34 percent have two and a half and 22 percent have three or more. Thirty-six percent of the houses have

vinyl siding as their principal exterior wall material, while 21 percent have brick walls, 18 percent stucco and 15 percent are wood.

Ninety percent of the houses have garages, with 67 percent having space for two cars, 16 percent having space for three or more and 7 percent for one. With regard to square feet, houses ranged from under 1,200 square feet to more than 3,000 square feet, with the average having 2,277 square feet of floor area.

Multiple Housing Units

In 2000, of the approximately 72,000 housing units with two or more units, the majority, 86 percent had between one and three floors per building. The number of units per building ranged from 50 or more, 1 percent, to 2 to 4, 8 percent, with the majority having either 10 to 19, 2 percent, or 20 to 29, 24 percent.

The majority, 51 percent, of the units had two bedrooms and two or more bathrooms. The average square feet per unit was 1,080.

To access the report, *Housing Completions*, go to the Census Bureau's homepage, <http://www.census.gov/prod/2000pub/c22-0003.pdf>

(Research News was written by Peggy Beardslee, research associate.)

New Privately-Owned Completed Housing Units

	Total # of Units	1 Unit	2 Units	3 & 4 Units	5 or More
Jan-March 1999	348,400	279,000	2,600	8,800	58,000
Jan-March 2000	362,800	290,700	2,700	2,900	66,500

Where the housing units are being built, January-March 2000

	Northeast	Midwest	South	West
Total: 363,000	32,000 (9%)	73,000 (20%)	172,000 (47%)	86,000 (24%)

Got some news? Give us a call.

News From the Nation's Counties

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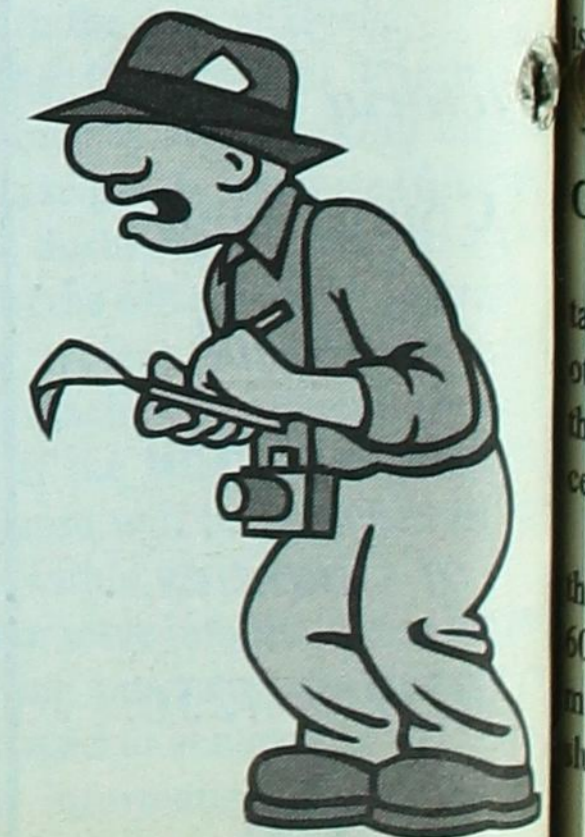
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Web Watch

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NACo On The Move

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NEAL PEIRCE COMMENTARY

Convicts Back on the Streets: What Did We Expect?

By NEAL R. PEIRCE
WASHINGTON POST WRITERS GROUP

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

Here and in state capitals across America, there's a wave of anguish: What do we do about the 585,000 convicts who will come out of federal and state prisons this year? And who'll keep coming out in huge numbers each year, as far down the road as we can see?

The easy political formula since the '70s has been to lock up wrongdoers, generally with set sentences so no softheaded judge or parole board could set them free prematurely. Rehabilitation was dismissed as worthless, drug treatment pitifully underfunded.

So now we have to reap the whirlwind. Whether they were abused or sodomized in prison, most prisoners emerge embittered. Few have job skills. Many are illiterate. Frequently they have no place to stay. Many got illicit drugs behind bars, maintaining their drug addictions.

At current recidivism rates, 62 percent of state prisoners will be

rearrested for some crime within three years, and 41 percent will return to prison.

Big numbers in, big numbers out — what did we expect? Ex-cons may be a few years older and less likely to commit violent crimes. But if they're hooked on drugs, if they've been regimented and isolated from normal work and family pressures, the bigger surprise would be a quick adjustment and going straight.

So the Clinton Justice Department wants to spend \$145 million on drug treatment, court supervision and job training for some returning convicts. With 4.1 million offenders already under supervision, it's your classic drop in the bucket.

Thirty years of law and order, trying to scare people out of offenses with heavier sentences, has failed abysmally to stem crime, says ex-Watergate offender Charles W. Colson. Colson's Justice Fellowship and Prison Fellowship Ministries seek to create person-to-person bridges between prisoners and communities, focusing on offender-victim reconciliation, volunteers mentoring offenders and assisting ex-offenders in finding a job.

Scattered across America, other

imaginative programs are trying — as Colson puts it — "to restore the right moral balance to a community fractured by crime."

Consider the San Francisco Bay Area's Garden Project, created and directed since 1985 by reformer Catherine Sneed. Inmates at the San Bruno Jail in San Mateo County can volunteer to work at an organic farm and greenhouse on the premises. On release, they can graduate to a paid job, working a minimum of 16 hours a week, at a city community garden. But not without stiff rules: Participants must stay drug free, pay court-ordered child support, work for a high school GED or take college courses, get a California driver's license and open a bank account.

Recidivism among Garden Project participants? It's 24 percent, compared with 55 percent for non-participants.

In St. Louis, a "restorative justice" program operating since 1993 has helped 43 ex-offender "Care Team" members — first with housing, transportation, drug counseling and basic education, but also by placing them in jobs where they have a chance to serve people more needy than themselves. So far, reports board

member Rosanne Bennett, not one participant has reoffended or returned to prison.

However promising and heartening such programs may be they can't substitute for a rational American corrections system. Costs, public fears, recidivism will all continue to mount, barring two fundamental reforms: well-planned rehabilitation for prisoners, and drug treatment for all who need it.

Though rejected by law-and-order politicians starting in the '70s, classic rehabilitation had dual common-sense goals — to protect the public, and to help offenders return to a crime-free life in the community.

Criminologist Robert Fosen, who worked in the California justice system in the '50s and '60s, explains how prisoners were then assigned individual counselors, received full physical, dental and psychological tests, and were prescribed individual treatment plans. Indeterminate sentences to provide incentives for good behavior were critical to the approach; so was funding for training, especially in basic literacy. On release, offenders received ample parole services — easy enough when

incarceration was a tiny percentage of today's level.

Would it cost big money to recreate such services now? Of course. But rationally, we really have no other choice.

Nor can we avoid, ultimately, another big bill to pay: universal drug treatment for addicted offenders. High percentages of arrestees test positive for illicit drugs; 60 percent of inmates say they were under the influence of drugs or alcohol at the time of their offense.

My columns about drugs and prisons have evoked dozens of letters from inmates pleading for drug treatment. Virtually every study says drug rehab programs work — indeed whether they're entered under legal pressure or chosen voluntarily.

Delaware offenders who received therapeutic drug treatment, both behind bars and afterward in a work-release program, were 70 percent less likely than other convicts to return to drug use and incur rearrest, according to the National Institute on Drug Abuse.

It's simple folks: \$\$\$\$\$. Not whether we'll spend it, but how.

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NEWS FROM THE NATION'S COUNTIES

ARKANSAS

County school boards are not going quietly into that good night" in the state. A recent law eliminates county boards of education on July 1, transferring the power to counties and the state.

But the law has a clause that permits the boards to continue if they had a full-time supervisor or designees. Those boards will exist until the supervisor leaves the job.

Now comes the mind-boggling part. The state's attorney general has ruled that although the boards will continue to exist in that situation, they will still forfeit all of their authority on July 1.

Huh? Well, that's what everyone is asking. Officials want the state to clarify the law.

CALIFORNIA

KERN COUNTY is tired of taking second-class sludge from other counties. In fact, it plans to ban the land application of all but "exceptional quality" sludge by 2003.

The state Assembly backed up the county recently, passing a bill that would make other counties meet Kern's standards to dump sludge there.

The Senate still has to approve the

bill, however, and that could be tougher sledding. There's actually a move in the Senate to ban counties from passing sludge standards that are stricter than state and federal rules.

When last we left ORANGE COUNTY, a ballot measure had forced work on the proposed airport at the old El Toro military base to grind to a halt.

Now a new survey reveals that many residents have switched sides and that for the first time in this long process a majority are now opposed to the airport.

"Everything has been slipping, slipping, slipping," Board of Supervisors Chair Charles Smith told the Orange County Register. "We have taken steps to get it back on track."

ILLINOIS

The SANGAMON COUNTY Board meant business last year when it spent \$224,000 to have an outside consultant look at the efficiency of county government.

The Board recently approved a sweeping, 50-page resolution based on the consultant's report. The county implemented 22 fees for services, installed a performance-based raise system for employees and freed four sheriff's depu-

ties from desk jobs to go on patrol.

County officials expect the new efficiency measures to help the county deliver more and better services from the "same-sized pie."

MARYLAND

A Wal-Mart plan to build a 150,000 square-foot superstore and a hotel on Kent Island hit rough waters when QUEEN ANNE'S COUNTY Commissioners voted down the company's request for access to public water and sewer service. Many consider the island as the gateway to Maryland's Eastern Shore, and the commissioners feared overwhelming traffic congestion if the complex were built.

MINNESOTA

Thirty new beds have eased the crowding problem at the DAKOTA COUNTY Jail, so the courts are once again taking Saturdays off.

For the past three months, the court system has been operating on Saturdays to speed the arraignment and release of nonviolent offenders to free up beds and help the county avoid the costly process of transferring inmates to other jails.

Officials in county law enforcement hate to see the sessions end.

Even with the new beds, the jail hovers at maximum capacity.

Judges and law clerks, on the other hand, are content to spend Saturdays in the pursuit of leisure.

OKLAHOMA

A dispute between District Judge Jerry Colclazier and SEMINOLE COUNTY Clerk Patricia Thomas is still before the state's Supreme Court.

It all started when Thomas found out Colclazier had a key to her office. She changed the locks. He charged her with contempt.

The state's high court appointed a retired judge to look into the matter. He has recommended that the judge doesn't need to have a key to the clerk's office. He also made several other recommendations about how the court and the clerk's office should work together.

TENNESSEE

Cities and counties are taking a largely different view of a bill speeding its way through the state House. The bill would allow 15 fast-growing counties to impose a fee on home sales to pay for new schools.

The counties would have the option of adopting a real estate transfer fee. The sticking point is that if coun-

ties levy this fee, cities can't levy their own development fees.

The fee can add up quickly. WILLIAMSON COUNTY, for instance, stands to bring in \$5.6 million a year with the fee. RUTHERFORD COUNTY could collect \$2.7 million.

Still, support in counties isn't unanimous because the fee would limit other fees and taxes counties could adopt to pay for growth.

VIRGINIA

There's a different kind of census form going out in the mail in FAIRFAX COUNTY this summer. The county is mailing a survey to 5,000 residents to ask them about deer.

As part of Fairfax's deer management program, homeowners living near parkland, open areas and streams will be surveyed about how frequently they see deer and if the animals are causing any problems.

Officials are hoping to pin down where the problem areas are, and how they can best address residents' concerns.

(News From The Nation's Counties is compiled by Kevin Wilcox, senior staff writer. If you have news for this column, please send it to kwilcox@naco.org or fax it to 202/393-2630.)

Hats off to... Prosecuting Domestic Violence

Family Offense Prosecution Program Westchester County, N.Y.

The rising number of individuals placed on probation for domestic violence and a subsequent increase in the number of probation violators was cause for concern for the county attorney's office and the Westchester County Department of Probation.

Recognizing that domestic violence was a pervasive problem for the county and that the Department of Probation was not adequately equipped to handle these legal matters, the two agencies worked together to create the Family Offense Prosecution Unit.

The purpose of the Family Offense Prosecution Unit is to supply the Department of Probation with the legal representation needed to ensure that persons placed on probation because of domestic violence offenses face swift and certain punishment for violating the terms of probation. The program, which is carried out by two full-time, experienced assistant attorneys, also provides victims of domestic violence with greater protection from their batterers.

Since the inception of the program, the county attorney's office has been representing the Department of Probation at the preliminary, fact-finding and dispositional stages of all legal matters involving domestic violence. The county attorney's office represents the Probation Department at modification hearings and at warrant review proceedings.

The unit has also conducted four training seminars for ten probation officers in such areas as giving effective testimony, petition drafting, intake procedures and gathering evidence.

To date, 100 percent of the probation violation petitions reviewed by the assistant county attorneys have been sustained by the Family Court and 16 petitions have resulted in incarceration.

The unit was funded through a federal grant through the S.T.O.P. Violence Against Women Act Project.

Specialized Juvenile Domestic Assault Prosecution

Hennepin County, Minn.

In 1997, the problem of juvenile-perpetrated domestic abuse was identified as a vastly underreported crime

in localities nationwide.

To address this serious problem, the Hennepin County Attorney's Office (HCAO) developed a four-part strategy.

First, the HCAO created a team of attorneys specially trained to address the unique issues underlying successful prosecution of juvenile-perpetrated domestic abuse. To enhance the work of this team, as well as to provide much needed victim support, a specially trained advocate was also hired to provide immediate contact with victims of this type of abuse and act as a liaison between victims and prosecutors.

The county commissioned a research study to gain a better understanding of the frequency of domestic violence in the county, its victims, what barriers victims face in accessing the juvenile justice system, and what particular issues victims of color encounter.

Finally, a new policy required



that juveniles arrested for domestic abuse be detained until the victim advocate could make contact with the victim to assess safety needs.

As a result of the program, the average length of a case from date of assault to date of disposition was 42 days in cases where a family member was the victim and 52 days in cases where a romantic partner was the victim. The vast majority of these cases were resolved at arraignment or pretrial conference. Better training in the dynamics of domestic violence meant specialized prosecutors were able to more vigorously prosecute these cases. Eighty-one percent of family cases and 74 percent of romantic cases were settled by admission.

Costs for the program include \$40,000 per year for a domestic abuse advocate; \$75,000 for the domestic abuse research study, which was funded through a grant from the S.T.O.P. Violence Against Women Act Project; \$150,000 was necessary to begin implementing other aspects of the program.

(Hats Off was compiled by Jim Culotta, research associate.)

COUNTY ADMINISTRATOR — CANDLER COUNTY, GA.: Candler County is seeking an energetic, motivated professional for the newly created position of county administrator. Candler county is a growing county located along I-16, 65 miles west of Savannah. The administrator shall be appointed by majority vote of the board of commissioners and serve at the pleasure of the same. Candler County has a five member, part-time board of commissioners with four members elected from districts and the chairperson elected at large. Candler county has an operating budget of 4.5 million with approximately 80 full and part-time employees. Salary and Benefits will be based on a combination of education and experience, and negotiable.

GENERAL SUMMARY:

The county administrator shall be the Chief Administrative Officer of Candler County. The County Administrator shall be responsible to the Board of County Commissioners for the Administration of the county.

QUALIFICATIONS:

A minimum of five years experience in local government management is desired. BS or BA in public or business administration or related field from an accredited college/university is required. A combination of education and experience will be considered.

INSTRUCTIONS: Mail or fax complete resume with reference for employment to:

Debra Hilton, Human Relations Coordinator
Candler County Board of Commissioners
705 N. Lewis St.
Metter, GA 30439
FAX: 912-685-4823
THIS POSITION IS OPEN TO ALL QUALIFIED APPLICANTS AN EQUAL OPPORTUNITY EMPLOYER

COMMUNITY DEVELOPMENT DIRECTOR — BARTON COUNTY, KAN.: Available until 8/18/00. Coordinates County-wide economic development, strategic plan; administers County-wide zoning/comprehensive plan, flood plain regulations; assistant to Co. Admin. Bachelors in Business, Public Admin. or Planning, plus 3 yrs exper or sub. Masters for 2 yrs exper. Sal - \$36,150 - \$46,630. Requires residency. Barton Co. Admin, 1400 Main, Rm 107, Great Bend, KS, 67530. (316) 793-1800.

COUNTY ADMINISTRATOR — MACKINAC COUNTY, MICH.: This is a full time, salaried position paying \$47,000 - \$52,000 depending on experience and qualifications; complete with full benefit package. Mackinac County is located in the Eastern Upper Peninsula and has a population of approximately 12,000 citizens. County government employees 58 full-time and 26 part-time individuals and has a \$4.6 million General Fund budget for FY2000. Mackinac County is a rural community composed of eleven townships and the cities of Mackinac Island and St. Ignace, the county seat. Industry within the county is predominantly tourism related with some forestry, farming and commercial

fishing.

Desired is a candidate with a Bachelor's Degree in Public Administration, Business Administration or related field with strong preference given to MPA/MBA; three years of progressive administrative experience in a municipal setting, preferably as a county administrator, assistant county administrator, city manager or equivalent; well-developed budgeting, accounting and financial skills, considerable knowledge of computer system and business applications, strong people skills with emphasis on customer service and creating a team-oriented work environment with the Board and all department heads. Seeking an individual with a well rounded knowledge of county government in Michigan, with special attention to economic development, community planning and multi-jurisdictional relationships.

If interested, send resume, credentials and references to "Administrator Search Committee: c/o Mackinac County Clerk, 100 Marley, St. Ignace, MI 49781. Applications must be received by 4:00 p.m. on Monday, June 26, 2000 to be considered. The search team will screen applications for interviews.

COUNTY MANAGER — MONTROSE COUNTY, COLO.: Montrose County, a unique and vital western slope county with a diversity of rural and municipal citizen interests, is accepting resumes for the position of County Manager.

Primary responsibility of the position involves directing the administration of the County (\$25 million budget and 300 FTE's) under a three member Board of County Commissioners. Minimum requirements for the position include a Bachelor's degree (Master's preferred) in Public or Business Administration, and five years experience in local government (preferably in Colorado) or equivalent education and experience. Must possess expertise in finance and budget, public relations, staff development, project planning, facilitation and mediation, public lands management, and airport operations. Interested applicants should submit resumes and five work-related references by June 30, 2000 to:

Montrose County Government
Human Resources Department
P.O. Box 1289

Montrose, CO 81402

TTY for hearing impaired only: (970) 249-0145. EOE.

EXECUTIVE DIRECTOR, CENTRALINA COUNCIL OF GOVERNMENTS — CHARLOTTE, N.C.: Centralina COG seeks replacement for current director retiring after 14 years. Centralina is state-designated Lead Regional Organization for eight counties with 1.4 million population, 35 staff, \$2.8 million annual budget plus \$10 million pass-through. Programs include aging, land use/planning/CDBG, water quality, emergency services, IT/GIS, contract technical assistance, and administration for several independent boards, with future role likely in transportation, growth management, and environmental issues. Successful candidate will have Master's degree, 10 years' experience in local government or regional agency management, experience overseeing multiple programs and funding sources. Candidate must understand regionalism and have effective communication and budget skills, with a track record of innovative problem-solving, collaborative team-building and dynamic leadership. Competitive salary and benefits. Inquiries to: Centralina COG, 704-372-2416 or ryarbrough@centralina.org. Resume/cover letter (max. 3 pgs) to: Search Committee, Centralina COG, PO Box 35008, Charlotte, NC 28235 by July 15, 2000. EOE

DIRECTOR OF INTERGOVERNMENTAL RELATIONS (ASSISTANT TO THE COUNTY EXECUTIVE) — PRINCE WILLIAM COUNTY, VA.: Salary Range \$48,853 (MIN) - \$78,165 (MAX). Prince William County, VA, a rapidly growing diverse community of 283,533 residents located 30 miles southwest of Washington, D.C. is seeking a Director of Intergovernmental Relations to be responsible for legislative activities involving the governing board, Virginia General Assembly and others plus special projects. The County is also considering contractual arrangements for the provision of these services under a separate Request for Information (RFI). To re-

Continued on page 19

Every year, your heart pumps 2,625,000 pints of blood.

Surely, you can spare a few.

American Red Cross

Give blood again. It will be felt for a lifetime.



JOB MARKET/CLASSIFIEDS

Continued from page 18

ceive a position description regarding this position which has an opportunity for long-term growth, please contact: Human Resources 703-792-6641, no later than July 1, 2000.

DIRECTOR, TAX ASSESSMENT — LANCASTER COUNTY, PA.: The County of Lancaster, Pennsylvania, is seeking a Director, Tax Assessment. This position assures that all statutory assessment requirements for a Third Class County are met and acts as Chief Clerk for the Board of Assessment Appeals appointed by the County Commissioners. Essential functions include, but are not limited to, development of department budget, management of all office functions and activities, which include mapping, appraisal and accounting, and oversees the quality control and maintenance of the County's Computer Assisted Mass Appraisal (CAMA) system and its relation to the Geographic Information System (GIS). Individuals with a Bachelor's Degree in public administration, business administration or a related field with 5 years' management experience in assessment, including work experience in cartography, GIS, mapping and/or appraisal with outstanding communication skills, knowledge of modern office technologies, and demonstrated progressive competency in related technical and administrative areas are encouraged to apply. Position requires existing Pennsylvania CPE certification or equivalent or compliance within two years of hire. Salary Range:

Min. \$37,523/Max. \$60,923. Send resume including salary history to J. Thomas Myers, Personnel Director, County of Lancaster, 50 N. Duke Street, Lancaster, PA 17603 or FAX: 717/293-7269. Application Deadline: July 14, 2000. For other opportunities within County government contact our Voice Bulletin Board, 717/291-8888, code 9515, or visit our website, www.co.lancaster.pa.us. EOE

FINANCE DIRECTOR — GUNNISON COUNTY, VA.: Gunnison County is seeking its next Finance Director, affording the successful candidate the opportunity to apply advanced professional skills, address challenging issues, become part of a vibrant community, and enjoy a first-rate quality of life. The successful candidate will have considerable knowledge of modern governmental accounting theory, principles and practices; considerable knowledge of internal control procedures and management information systems; working knowledge of budgetary procedures and management information systems; working knowledge of budgetary, accounting and reporting systems, GAAFR, GAAP and GASB; working knowledge of Colorado budget law, Amendment One (TABOR) and the Federal single Audit Act. At a minimum the successful candidate must possess at least five years of progressively responsible local government finance experience. It would be beneficial if the successful candidate possessed a CPA or CMA or similar advanced certification, but at a minimum the successful candidate must possess an undergraduate degree in a pertinent discipline. A copy of the position description can be obtained by calling 970-641-0248 or Email jdevore@co.gunnison.co.us. Resumes must be submitted by close of business on July 3, 2000, addressed to John DeVore, County Manager, Gunnison County, 200 E. Virginia, Gunnison, Colorado 81230.

MANAGER, COMMISSION ON AFFORDABLE HOUSING — PALM BEACH COUNTY, FLA.: \$45,348. Develops & coordinates affordable housing policies & programs mandated by the PBC Affordable Housing Ordinance & Comp. Plan. Plans, organizes, promotes & monitors programs & policies designed to implement the State Housing Initiatives Partnership Prog. (SHIP). MS/MA Urban/Reg. Planning, Pub./Bus. Adm./related; 3 yrs. professional exp. in planning & managing affordable housing programs. (or MS/MA in Pub. Policy, Pol. Sci. or Mgmt. & 4 yrs. exp.). Prefer exp. working with county affordable housing issues/comp. plans; providing info. to the gen. public, dev. community, local lending industry/media; writing conditions for approval of projects; underwriting dev. projects in pub./private sector. Appl./resumes must include. SS#, pos. title, any Vet. Pref. Doc. & be recd. By 5 pm 7/7/00. Palm Beach County Personnel, 50 S. Military Tr. #210, W. Palm Beach, FL 33415 Fax 561/233-4604; www.co.palm-beach.fl.us EO/AA M/F/D/V (DFWP)

exper. & educ.; knowledge of statistical analysis & data collection, spreadsheet/database software. Master's strongly preferred. Oversees components of local govt. comparative performance measurement; manages databases; provides survey assistance & support; prepares text & graphs for publication; assists in data analysis & best practices identification, Web:icma.org/performance. Resume & letter to cpmmail@icma.org; copy to CPM, P.O. Box 2503, 20013, by 6/30/00. EOE/AA

ROAD OPERATIONS DIRECTOR — LAKE COUNTY, FLA.: Salary Range: \$46,924 - 65,665. Closing Date: Friday, 6-30-00.

A great opportunity to live and work in a growing, progressive, world-class county that provides you with the opportunity to reach and exceed your professional expectations. Lake County government works hand in hand with businesses, civic groups, organizations and city leaders to generate positive changes in our beautiful community.

Under the direction of the Public Works Director, the Road Operations Director plans, directs and supervises the activities of the Road Operations Division which includes maintaining standards relating to the maintenance of Lake County's road network, instructing, establishing training programs, assigning and reviewing work and, planning. The successful candidate will possess strong leadership capabilities and a demonstrated ability to build consensus and harness the talents, skills and abilities of a diverse staff in a team environment. Must possess excellent communication and interpersonal skills.

Minimum Qualifications: Bachelor's Degree in Civil Engineering or Construction with at least (5) years of

related education, training and experience which provides the required knowledge, skills and abilities to perform the essential job functions. Prior supervisory experience required. FL DL req. Preference may be given to candidates with experience in Quality Management or Certified Public Management. Apply to Lake County Personnel, 315 W Main St., Room 430, PO Box 7800 Tavares, FL 32778 EOE Drug Free Workplace

TRAFFIC DIVISION MANAGER — MANATEE COUNTY, FLA.: (Position# M0907-000) Bachelors degree in Civil Engineering or related field, min. 10 years experience in traffic-related engineering, planning, design and operations. Six years as a FL P.E. or six years as a P.E. from another state and transfer to FL within first years of emp. Min. 5 years related experience in a supervisory/management capacity. One year high level budget and/or project funding exp. Valid FL drivers license or obtain within 30 days of emp. Will be responsible for broad spectrum Traffic Management Division that includes: traffic signals, signing and data systems, engineering design, plans review, mgmt. of operations section, and overall traffic planning. Open until filled. \$54,496 yrly.

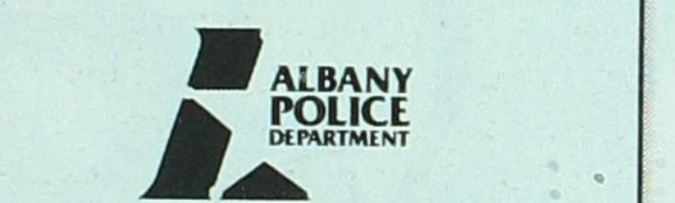
Please Note: Resumes submitted must contain SS#.

APPLY:
MANATEE COUNTY
HUMAN RESOURCES
P.O. BOX 1000
1112 MANATEE AVE. AVE. W.
SUITE #863
BRADENTON, FL 34206
(941) 748-4501 EXT. 3520
FAX (941) 749-3035
AA/EOE/M/F/H/VET PREF
DRUG FREE WORKPLACE

CITY OF ALBANY, OREGON CHIEF OF POLICE

(Salary Range to mid to high \$70s Depending On Experience)

The City of Albany, Oregon (population 40,000+) is located in the heart of the Willamette Valley, surrounded by some of the most scenic natural environments in the country. The County Seat of Linn County (population 103,000) and home to Linn-Benton Community College, Albany is considered the "Hub of the Willamette Valley" because of its ideal geographic location. Nestled between the Coast and Cascade Mountains, the City is an easy drive to ocean beaches or snow covered slopes. Ten miles to the west lies the City of Corvallis, home of Oregon State University and a variety of cultural and athletic activities; Eugene and the University of Oregon are located just 45 minutes to the south. The state capitol, Salem, is located 25 miles to the north, and the Portland, Oregon/Vancouver, Washington metropolitan area is only an hour away. Albany is proud of its heritage as a center for agricultural, wood products, and manufacturing industries. The City is credited by historians with having the most varied collection of historic buildings in the state, and three of its Historic Districts are listed in the National Register of Historic Places.



Requirements for this position include a minimum of a Bachelor's degree in Police Science, Law Enforcement, Criminal Justice, Public Administration or a closely related field; a Master's degree is preferred along with advanced management education and training. Candidates should possess ten years of progressively responsible law enforcement experience, including at least seven years of command experience in an organization of similar size. Service as a Chief, Assistant or Deputy Chief or a major unit Commander in a larger agency will be viewed favorably. The successful candidate will demonstrate a strong commitment toward positive community interaction, community oriented policing, and will value and promote diversity within the Department. An unblemished record of ethical conduct is essential. The Chief must possess, or be eligible to possess upon appointment, an Executive Certification from the Oregon Department of Public Safety Standards and Training. Residency within the City of Albany is required within six months of appointment. Qualified professionals should submit a resume, salary history and statement of interest **NO LATER THAN JULY 17, 2000** to:

Mr. Jerry Oldani or Ms. Marcia Isenberg
THE OLDANI GROUP
188 106TH Avenue NE, #420
Bellevue, Washington 98004
Ph: 425.451.3938 - Fax: 425.453.6786
e-mail: searches@theoldanigroup.com
<http://www.theoldanigroup.com>

The City of Albany and The Oldani Group, Inc. are Equal Opportunity Employers. Women and minorities are encouraged to make application for this position.

The retirement of a Police Chief following 11 years of service creates an outstanding career opportunity for a highly experienced law enforcement manager. The Chief commands a force of 75 FTEs including 55 sworn and 20 civilian employees, and an annual operating budget of \$5.4 million. The Albany Police Department is well equipped with mobile data terminals in patrol vehicles and an advanced CAD/RMS system, and has a strong capital replacement policy. The Department is strongly committed to the principles of Community Policing, and has established a separate Community Policing Unit staffed by sworn officers and civilian personnel. The Chief reports to the City Manager and maintains close liaison with the Mayor and six City Council members.

PERFORMANCE MEASUREMENT RESEARCH ASSOCIATE, ICMA — WASHINGTON, D.C.: Mid \$30s-\$40K, DOQ. Req. bachelor's in public admin. or related field; min. 2 yrs. exper., pref. in local govt., or equiv.

NOTICES

CONFERENCES

■ **The National Civic League's "Wired for Civic Engagement: Using New Technology to Build Community"** will be held Nov. 9-11 in Arlington, Va. Conference session topics include cross-sector community building using technology, grassroots activism and campaigning through the Internet, virtual engagement: how technology has changed the definition of community, the effects of e-commerce on governance, the role of government in the digital age and how new methods of communication are changing the very nature of democracy.

For more information, contact the National Civic League at 202/783-2961, visit their Web site www.ncl.org/ncl/biodc.htm or e-mail kelly@ncldc.org.

PUBLICATIONS

■ **"Citizen Surveys: How To Do Them, How to Use Them, What They Mean,"** published by the **International City/County Management Association (ICMA)**, includes best practices of local governments that have a track record of reliable surveying, and a step-by-step guidance for conducting citizen surveys. The cost is \$45. To order, call 800/745-8780 or visit ICMA's online bookstore at <http://bookstore.icma.org>.

■ A new publication from **Scenic America**, **"Getting It Right In the Right of Way: Citizen Participation in Context-Sensitive Highway Design,"** is now available to help people who want safe, durable and economically maintainable roads that preserve the beauty of their communities. The book includes sample state legislation that citizens can use to advocate for context-sensitive design through their legislatures.

To order, contact Scenic America, 801 Pennsylvania Ave., S.E., Suite 300, Washington, DC 20003; phone: 202/543-6200; fax: 202/543-9130; e-mail: scenic@scenic.org.

■ **"Crossroads, Hamlet, Village, Town: Design Characteristics of Traditional Neighborhoods, Old and New"** provides a comprehensive examination of the physical layout of communities and the relationship of homes to streets, parks, footpaths and bikeways. Copies of the 144-page book, are available from American Planning Association (APA) for \$34 plus shipping and handling through APA's Planners Book Service online at www.planning.org or by calling 312/786-6344.

■ **The American Correctional Association (ACA)** recently published:

• **"Popular Culture and Corrections"** is divided into two sections. The first explores the negative public perception of corrections and of individuals employed in the field; the second educates and dismantles negative correctional stereotypes. The cost is \$34.95 for non-members /\$27.95 for members. Item #717-F1

• **ACA's 2000 Directory** features alphabetical facility locator and personnel locator, statistical summaries, top ten lists of largest populations, rates of incarceration and growth, and agency Web site addresses. The cost is \$80 for non-members/ \$64 for members.

• **"Correctional Workplace Issues: Staff (#709-F1) and Staff and Inmates"** are two new training program's by ACA that explore methods used to control and manage violence, stress and sexual harassment in the correctional workplace. Both training packages have three 20-minute videotapes plus a comprehensive leaders guide. The cost is \$315.

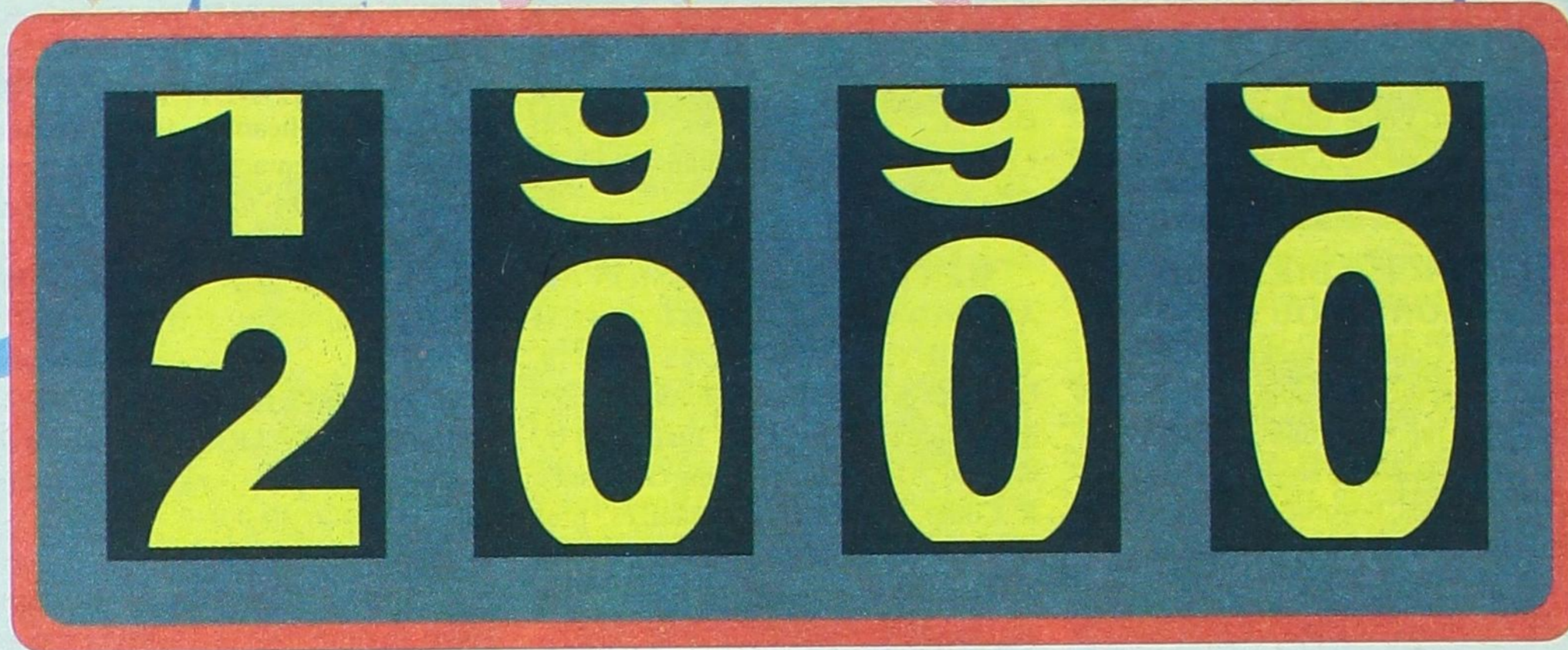
To order, or for more information about these publications call 800/222-5646, ext. 1860 or write to American Correctional Association, 4380 Forbes Blvd., Lanham, MD 20706.

Job Market - Classified Rate Schedule

- **Line Rates:** \$7 per line, NACo member counties; \$10 per line, others.
- **Display Classified:** \$50 per column inch, NACo member counties; \$70 per column inch, others.
- **Billing:** Invoices will be sent after publication.
- **Mail advertising copy to:** Job Market, County News, 440 First St., N.W., Washington, DC 20001.
- **FAX advertising copy to:** Job Market, County News, 202/393-2630.
- **Be sure to include billing information along with copy.**
- **Estimates given prior to publication are approximations only, and do not necessarily reflect final cost.**

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

The Countdown is on...



One lucky county will be a big winner!

NACo is quickly approaching the magic goal of 2,000 members in the year 2000. Reaching that milestone will be important for NACo and it will be a time to celebrate for the one lucky county that puts NACo over the top.

The 2,000th member of NACo will be awarded a special conference prize package, valued at over \$3,300. Here is what the lucky county will win:



NACo Conference Prize Package includes***:

1. Roundtrip Airfare for two to your choice of NACo's Annual, Legislative or Western Interstate Region Conference in 2000 or 2001 (maximum value of \$1,800) with upcoming locations in Charlotte (Mecklenburg County), NC, Washington, D.C., City/County of Philadelphia, PA and the County of Hawaii, Hilo, HI!
2. One premier hotel room for four nights at your conference choice (maximum value of \$800).
3. Two full conference registrations at your conference choice (valued at \$730).
4. Special recognition ceremony at your conference choice and coverage of your county in NACo's premier publication, *County News* as well as on NACo's web site www.naco.org.
5. In addition, your state association (s) of counties, parishes or boroughs will receive \$500 in recognition of your achievement.

***Airfare, hotel and registration must be booked by NACo staff. Only one package will be awarded to one county, parish or borough and attendee determination will be at the discretion of the chief elected official of the winning county. Award package cannot be transferred, sold or exchanged in any other way. Winning county will be determined by dues payment date per check or charge date. In case of a tie, a drawing will be held between those counties that have identical dues payment dates. Only new member counties, parishes or boroughs that have not been members within the last year are eligible.

NACo is proud to be approaching this milestone and your county could be our lucky winner! For more details about this giveaway and to get an official membership application for your county, Call NACo's Andrew Goldschmidt, Director of Membership Marketing at 202-942-4221. Counties Save with NACo!