

# Annual <sup>'98-'99</sup> Report

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# America needs to blend civility, the arts and technology

**T**echnology surely has made the world a smaller place. We can now communicate with someone on the other side of the globe in a matter of seconds. But while technology can make our communications travel faster and farther, it can't enhance those communications or make them more personal. Only we can do that.

During my year as President of NACo, I worked to blend the important issue of technology with human needs. I suggested, and NACo co-sponsored with three other public interest groups, the "Summit on Governance in a Technological Millennium."

This summit, held in June, is the first step in an ongoing process to bring different levels of government together so that they can understand technological trends, realize the need to act now on technology issues and use technology to improve the delivery of services.

I also stressed human needs throughout my term by speaking about civility. With technology and the hustle and bustle of today's society, we often don't know our neighbors, where they work or their children's names. I believe that we must regain our respect for each other—at work, at home and everywhere that we interact with others. Our nation can not continue down the path where anger and violence are acceptable in resolving differences.

My focus on human needs also has been to emphasize the importance of art and culture. I have pushed for counties to become more involved in promoting the arts because they add so much to our communities and offer outlets to our youth that are so positive.

As part of this project, NACo has distributed YouthARTs Toolkits and produced a publication, *Arts Programs: Solutions to County Challenges*, that includes model county programs, survey results and a directory of arts agencies. In addition, I have signed the Atlanta Accords, which pledges support for arts programs. My hope is that other county officials will sign it as well.

My emphasis on the arts also is reflected in the renovated lobby and offices of NACo headquarters in Washington, D.C. The art on the cover of this report is an example of the works that can be seen there. A mural in the lobby depicts the past and future of county government, while other artwork commissioned from county arts councils from across the country include works that feature services that counties provide. The artwork helps visitors understand and staff remember what NACo is all about.

This report provides a summary of the accomplishments of my priorities as President as well as on other NACo projects. NACo has had great success this year legislatively, in its membership efforts, financially and providing service to counties.

It has truly been an exciting year. I have enjoyed the opportunity to



Betty Lou Ward

travel across the country and meet with county officials, as well as deliver the county message to the Administration and Congress. This experience has strengthened my belief that county government is truly the government of the future. Thank you for

giving me the chance to serve you.



Betty Lou Ward  
NACo President  
Commissioner, Wake County, N.C.

## NACo is prepared for the new millennium

**N**ACo is poised to enter the new millennium in the most positive position in its 64-year history. Membership numbers have topped 1,850 and are approaching 1,900. Our goal of 2,000 members by the end of the Year 2000 is definitely in sight.

NACo's financial situation is excellent and just keeps getting better. The elimination of the association's long standing deficit in 1996, continued surpluses and good fiscal management contributed greatly to NACo's financial position at the end of 1998. By the end of the year, NACo's reserves stood at 25 percent of revenues—an astounding achievement after years of watching pennies. The goal is 45 percent, which is likely to be achieved by 2000. Solid reserves place NACo in an enviable position to meet any legislative or operational priorities that might be decided by the Board in the future.

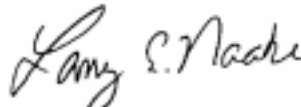
The Financial Services Center keeps coming forward with new programs to complement its existing ones that are saving counties money. Our special projects and research operations are helping counties serve their constituents better with direct assistance and critical information.

Most importantly, we have had a number of key legislative victories. NACo prevented the imposition of a

permanent ban on the collection of sales taxes for Internet sales and secured the appointment of a county commissioner to the Advisory Commission on Electronic Commerce. We also prevented the federal government from recouping tobacco settlement funds and eliminating the Summer Youth Jobs Program.

We were successful in getting increased funding for the Payments In Lieu of Taxes program and pushing for passage of workforce development legislation.

This report provides you with information about these accomplishments and more. The past 12 months have been very successful and we look for even more achievements in the future. NACo is organized to serve counties. If you have any ideas or suggestions about how we can improve our service, please let me know. Our staff is committed to making your job easier because we know that county officials are the hardest working governments officials in America.



Larry E. Naake  
Executive Director



Larry Naake

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## Presidential Initiatives

# Arts, civility draw primary focus

**N**ACo President Betty Lou Ward had two primary initiatives during her term: encourage counties to promote art and culture and raise awareness about the need for civility in our lives.

An aggressive agenda promoting art and culture was launched at the 1998 Annual Conference in Portland, Ore. Arts workshops and arts interludes, featuring puppets and strolling guitarists, were conducted throughout the conference. Following the conference, she appointed the new members of the NACo Arts and Culture Commission and also designated a 12-member advisory committee of that commission.

Working closely with the Advisory Committee, she initiated the first Annual Arts and Culture Awards Program to recognize outstanding arts programs developed by counties.

Members of the advisory committee acted as judges, and Ward presented the awards in March at the Legislative Conference.

An award of \$750 was presented to the overall winner. Congresswoman Louise Slaughter, chair of the Congressional Arts Caucus, spoke at the arts luncheon and was also a keynote speaker at the opening General Session. The new NACo Arts Booth, showcasing outstanding county arts programs, also debuted at this meeting.

As a way of providing an example for all county

officials, Ward signed the Atlanta Accords at the Americans for the Arts annual convention in June. These accords pledge public support for arts programs and were signed by several other national organizations. The NACo booth was also displayed at this convention, marking the first time that county arts programs were highlighted at a national arts conference.

Other activities included the purchase of 225 YouthARTs Toolkits that were distributed to state associations, large urban counties and rural counties. A survey of arts activities also was conducted and the results, along with model county arts programs and a directory of local government arts agencies, were included in the publication *Arts Programs: Solutions to County Challenges*.



Photo by Jacqueline Byers

NACo President Betty Lou Ward signs Atlanta Accords as Bill Ivey, chair, National Endowment for the Arts, and Patsy Jo Hillard, mayor, East Point, Ga., applaud.

The finale to Ward's arts initiative will occur at the Annual Conference in St. Louis. Two arts field trips, one to a jail with an arts program and another to a settlement house for at-risk youth, and two workshops will be conducted. In addition, arts inter-ludes featuring Irish singers, a ragtime band and jazz musicians and other artistic entertainment will be presented.

Throughout her term, Ward spoke about the need for civility. In addition, a research brief titled "Searching for Civility" was prepared and distributed to provide information to county officials on this very topical issue. Included in that brief were discussions reflecting comments from people from all walks of American life about the need to bring civility back into everyday interactions.

## Summit explores key technology issues

In early June, county officials participated in the Summit on Governance in a Technological Millennium in Chapel Hill, N.C., to explore the changes in governance that are likely to occur in the next 10 years as a result of technological developments. Participants in the summit also discussed the difficult technological issues that governments face, the importance of technology in the future and how governments can use it to become more effective and efficient.

The summit was the idea of NACo President Betty Lou Ward. It was co-sponsored by NACo, the National League of Cities, the International City/County Management Association and Public Technology, Inc. One hundred county and city officials, officials from other levels of government, business leaders, and academics participated in the summit. This summit represents the first time such a cross-government group has met to address a topic of this nature.

The recurring themes heard throughout the summit were the recognition that technology will be a significant factor in the new millennium

and that county and city officials must become committed to using technology and flexible in adapting it.

The NACo delegation of 15 county officials, including members of the Executive Committee, agreed on a statement that information technology will be the most significant driver in the new millennium.

At the close of the summit, the county delegation settled on three specific recommendations for NACo to pursue as well as a list of more general actions. Ward will take these pledges to the Executive Committee, the Board of Directors and the membership for review.

### NACo pledges:

- to assume a leadership role (internally and externally) in the planning, development, coordination, dissemination and implementation of technological governance;
- to convene a collaborative dialogue through an intergovernmental Congress prior to the birth of the new millennium; and

- to act as a facilitator to collect and share information on best practices and expanding its infrastructure for digital communications.

The county delegation also approved general areas of action in four categories: local and intergovernmental management, leadership roles and responsibilities, revenue streams and

mechanisms for service provision. These include continuing to provide GIS Starter kits to counties, promoting inclusiveness on technology, assisting local leaders to adopt information technology, bringing groups together to address technology issues, advocating security and privacy protections, re-engineering revenue streams, and improving the technological knowledge base.

### ***Legislative Affairs***

## **Legislative victories include preserving Internet sales tax, tobacco funds**

**T**here have been a number of legislative victories secured for America's counties during the past 12 months. These victories were the result of actions by county officials from across the country, and NACo legislative staff placing a greater emphasis on teamwork, and being more visible, proactive and aggressive on Capitol Hill.

The Large Urban County Caucus has emerged as a strong lobbying force as has the Rural Action Caucus. In addition, the Western Interstate Region has adopted a new strategic plan that embraces their traditional lobbying efforts, but moves to a broader participation with LUCC and RAC in meeting NACo's overall legislative goals.

the collection of sales taxes from Internet sales and the appointment of a county commissioner to the Advisory Commission on Electronic Commerce.



Photo by David Hathcox

### **Some of the key accomplishments are:**

- Preventing imposition of a permanent ban on

Senate Majority Leader Trent Lott (r) meets with NACo's Executive Committee to discuss the composition of the Internet Tax Commission, among other issues. Pictured are (counterclockwise) Lott, NACo President Betty Lou Ward; Immediate Past President Randy Johnson; Executive Director Larry Naake; Second Vice President Javier Gonzales; and First Vice President Jane Hague

## Legislative Affairs

State and local governments won a very significant victory when Congress passed the Internet Tax Freedom Act. The bill included language supported by NACo including: a grandfather clause protecting existing state and local Internet taxes and a three-year moratorium on new Internet taxes.

The act created the Advisory Commission on Electronic Commerce which was to be composed of eight representatives of state and local government and eight representatives of business. The congressional leadership instead appointed a different mix. NACo and the U.S. Conference of Mayors filed a lawsuit enjoining the commission from holding its first meeting because

of the imbalance between state and local government and business representatives on the commission.

The lawsuit was dropped when U.S. Senate Majority Leader Trent Lott responded by appointing Oregon's Washington County Commissioner Delna Jones to the commission and a business leader left the commission.

- Preventing the federal government from recouping tobacco settlement funds.

In late May 1999, Congress approved the FY99 Supplemental Appropriations bill, containing legislative provisions preventing a federal recoup-

ment of the tobacco settlement funds that NACo had actively supported.

Through NACo's grass-roots efforts, counties made their support for this language well known, thereby ensuring final passage and squelching veto threats made by the Administration.

- Securing the passage of major workforce development legislation.

Shortly after last year's Annual Conference, Congress concluded work on HR 1385, the Workforce Investment Partnership Act and the President signed the bill into law.



Photo by David Hathcox

Attorney General Janet Reno discusses the importance of childcare for at-risk kids and preventing illegal use of guns in a wide-ranging talk Feb. 27 before members of the NACo Justice and Public Safety Steering Committee. Also pictured are (seated, l-r): Steering Committee Chairman Moses Cary, Jr. and NACo President Betty Lou Ward. (Standing l-r): NACo Associate Legislative Director Donald Murray and NACo President-elect C. Vernon Gray.



This is landmark legislation in this area and has very positive implications for counties across the country.

- Preventing the elimination of the Summer Youth Jobs Program.

NACo's Large Urban County Caucus (LUCC) lobbied Congress during their two-day Washington Fly-In supporting the continuation of funding for the Summer Youth Jobs program, which was slated for elimination. They met with then-Speaker Newt Gingrich (R-Ga.). Funding was restored to the previous year's level.

- Increased funding for the Payments In Lieu of Taxes (PILT) program.

Congress once again increased funding for PILT in last year's Omni-

bus Appropriations bill. For FY98 they provided \$120 million and for FY99 they provided \$125 million, a 4 percent increase. NACo is the only national association lobbying for the PILT program, often at considerable odds because of the array of programs competing for appropriations within the Interior and Related Agencies appropriation bill.

There are few programs that generate such interest and enthusiasm among county officials as does the PILT program. In May, over 25 county officials and staff visited 200 congressional offices over a three-day period in support of the program. The 1999 PILT Fly-in was one of the most successful ever, with representatives of 15 states from a broad cross-section of America joining in the effort.

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## ***Public Affairs***

# **Membership efforts close in on goal of '2,000 by end of year 2000'**

**T**he ongoing effort to achieve "2,000 county members by the end of the Year 2000" appears to be in sight because of the achievements during the past year. At the beginning of June 1997, NACo had a total of 1,727 county members and had not grown significantly in recent years.

Since that time, NACo membership has grown 7.5 percent and now stands at 1,873 county members. This total is one of the highest membership totals in NACo's history and has NACo poised to make a run at 2,000 by the end of the year 2000.



Photo by David Hathcox  
Alice Fortner of Iredell County, N.C. looks for her county on NACo's membership map.

## Public Affairs

NACo's retention rate continues to increase as well. NACo's retention rate now stands at 98.3 percent, a 1.5 percent increase since June of 1997. NACo continues to have one of the highest retention rates in the nation when benchmarked against similar associations in the United States.

NACo revenue also is up substantially with the membership effort showing success with counties of many different sizes. The original 1999 projection was \$3 million. In June this year, NACo has collected \$3.1 million in dues and should reach \$3.2 by the end of the year.

The success of this effort is the result of actions by the Membership Committee, the NACo Board of Directors, state associations of counties, member county officials and NACo membership staff. NACo is reaching nonmembers through direct mail and telephone calls and is making available special conference registration offers and free copies of *County News*. This is part of the special membership initiative approved by the Board in March. Officers and staff also are making visits to state associations of counties meetings.

### ***Hot Topics*** supplement focuses on critical county issues

This year, *County News* began publishing a special supplement called *Hot Topics*, which delves into the most critical issues facing today's county officials.

#### **Topics have included:**

- *"Beyond the Property Tax: Ways to Enhance Your Revenues"*
- *"Managing Growth: As America Sprawls, So Do Calls to Manage Better"*



- *"Business Incentives: Good Business Practice or Bad County Policy?"*
- *"Cutting Kids Loose from Gangs"*
- *"Baby Boomers: Coming Soon to a Senior Center Near You."*

Each *Hot Topics* section features a main story that discusses the topic in detail, a selection of model county programs and a resource page. The idea for *Hot Topics* came in response to an extensive survey of NACo members conducted by the Training Division at the request of NACo's Member Programs and Services Steering Committee.

The survey questionnaire asked members to identify the top 10 issues facing their counties and the ways they would like to receive information about these issues. *County News* ranked

## Public Affairs

among the top three ways NACo members preferred to receive information.

The Member Programs and Services Committee selected the topics to be featured in each *Hot Topics* issue, while a unique, interdepartmental team, composed of *County News*, Research Division, County Services and Legislative Affairs departmental staff developed the details.

Response to the new service has been enthusiastic. Respondents to a recent survey of *County News* readers about *Hot Topics* were nearly unanimous in their support for the insert.

### Media coverage of county issues continues to increase

Positive media coverage of county issues and NACo increased by as much as 40 percent during the past 12 months. The media relations effort, which included meetings with editors and reporters from *USA Today*, *Governing*, *National Journal* and other major publications, complemented and enhanced NACo's legislative activities and other programs.

NACo received excellent coverage on its announcement to file suit with the U.S. Conference of Mayors challenging the composition of the Advisory Commission on Internet Tax. NACo kept the issue in the news

through op-ed pieces and meetings with reporters and editors. And when Senate Majority Leader Trent Lott added a county commissioner to the advisory commission and a business leader stepped down, NACo was again in the news.

Coverage of NACo's release of surveys on the Y2K issue was very good. It raised awareness about how prepared counties are to deal with the potential computer problems. Media Relations staff worked with the Research Division in getting the survey scheduled and conducted.

Last year, NACo used a national distribution service to place an article and Public Service Announcement about increasing funding for Payments In Lieu of Taxes. Nearly 1,000 radio stations and newspapers nationwide broadcast the PSA and published the article. The article and PSA, titled "Who Pays When We Play?"



Photo by David Hathcox

Betty Lou Ward, NACo president, briefs reporters at a March 2 press conference where NACo and the U.S. Conference of Mayors announced a joint lawsuit to stop the first meeting of the Internet Commerce Committee. From left, Randy Johnson, immediate past president; J. Thomas Cochran, executive director of the USCM and Larry Naake, NACo's executive director, look on.

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highlights how counties are financially responsible for cleaning, maintaining and protecting America's national parks and recreation areas. They concluded with a call for action.

Media Relations staff worked to raise the visibility of NACo on Capitol Hill and in Washington by continuing to underwrite a National Public Radio news program on WETA. This effort was expanded this year when NACo purchased advertising time on news programs on WGMS, a commercial classical radio station. Lawmakers and staff on Capitol Hill look to both radio stations for news, information and special reports on Congress.

### Millennium programs raise public awareness about counties

NACo is actively engaged in two millennium programs: one, Counties Serve America, works to increase citizen understanding of and involvement with county government; the second, Counties Celebrate the Millennium, encourages counties to hold millennium activities that focus on the past, present and the future.



Part of the Counties Celebrate the Millennium program is to encourage counties to apply for designation as a Millennium Community through the White House Millennium Council.

The Counties Serve America campaign is a long-term project that NACo is carrying out in partnership with Nationwide Retirement Solutions. The campaign is being executed in two parts: national public service

advertising and the *Acts of Caring*, a volunteer recognition program.

NACo produced 10 television and seven radio public service announcements (PSAs) that focus on programs that counties provide which directly serve their citizens. The topics covered in the PSAs are disaster assistance, economic development, food safety, immunization, parks and recreation, recycling, public safety, criminal justice and urban and rural transportation.

PSA packets have been sent by request to 570 county officials in 45 states. NACo also distributed the PSAs through a national service. Through this method the PSAs were sent to 200 television stations in 17 states. These states were selected to get maximum exposure for the campaign. The PSAs also were made available to television stations across the country by a satellite feed.

Because of the positive response, NACo is considering production of two additional PSAs this year: one on growth and planning and the other on services to the elderly.

The second part of the campaign is the *Acts of Caring* awards, a program designed to recognize volunteer efforts that help counties serve their communities. County governments and local volunteers have a long-standing commitment to working together to improve communities. Officials know that volunteers are essential in helping meet community needs and challenges.

As a legacy for the new millennium, NACo will present awards to volunteers and their counties in their contributions to their communities. Up to 30 programs will be recognized as examples of outstanding *Acts of Caring*.

As many as three programs will be

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## Public Affairs

recognized in each of 10 categories, including: arts and culture, job training, programs for children and youth, the environment, civic education and public information, health and human services, criminal justice, libraries, emergency management, and parks and recreation.

All county governments and volunteer groups affiliated with counties that meet application criteria are eligible to

COUNTIES CELEBRATE THE MILLENNIUM

**2000**

National Association of Counties

participate in the *Acts of Caring* awards. Winners will be selected by an independent panel of judges and will be recognized at a ceremony during National County Government Week in April 2000 in Washington, D.C.

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## County Services

# NACo launches new project to help western counties deal with growth

**H**istorically, the West has depended on riches harvested from the land. Miners, ranchers, farmers and loggers were the original settlers of many of these communities.

Today, however, in many regions of the West the economic landscape looks quite different.

An aging and mobile population, the global nature of production, and the revolution in communications and information technologies are stimulating growth that is not related to traditional resource-based industries. This growth can help strengthen and diversify local economies. However, it also creates a new set of challenges that county officials need to be prepared to tackle.

To help county officials in the West manage this new “boom,” NACo and the Sonoran Institute, with the support from a grant from the Doris Duke Charitable Foundation, have launched



Photo by Nick Keller

Wayne County, Mich. and the City of Detroit hosted The National Town Meeting for a Sustainable America on May 2–5. The host committee was thanked by Vice President Albert Gore, seen here talking to Wayne County Commissioner Edna Bell. Bell also chairs NACo’s Sustainability Leadership Team.



Photo by David Hathcox

Delegates get a full view of NACo's new staging of the general sessions during Energy Secretary Bill Richardson's speech at the Legislative Conference.

the Western Community Stewardship Forum. The three-year effort is targeted to assisting rural counties in the West manage growth in their communities by stimulating healthy economies, preserving local identity, and safeguarding natural and cultural resources.

To participate, counties from the West must be classified as "nonmetropolitan." They also must have experienced a population growth of 5 percent or more from 1990 to 1997 and/or their major population center has experienced a 5 percent or more growth rate during the same time period to be eligible to participate in the project.

Teams of county officials and community leaders from eligible counties will have the opportunity to receive training and technical assistance on assessing the growth management strategies and tools that would be most appropriate for their community.

The first round of pilot projects will be selected in July 1999. Two other rounds of pilot projects will be selected in 2000 and 2001.

### *Profiles on Sustainability* highlight what really works in counties

Now entering its third year, the Joint Center for Sustainable Communities has solidified its role in the facilitation of multi-jurisdictional partnerships and helping counties think long-term in their planning processes. The center continues to highlight the best practices in sustainability, providing counties nationwide with the tools and education necessary to build communities that are economically strong, environmentally safe, and socially secure.

A key tool provided by the Joint Center to officials nationwide is its 1999 publication, *Profiles on Sustainability*, a directory of sustainability programs that features the projects and partnerships of NACo's Sustainability Leadership Team (SLT). SLT members are NACo's "sustainability experts," providing the county voice on sustainability and role models for local officials nationwide.

*Profiles* spotlights the sustainability activities in counties of SLT members

## County Services

that address their communities' economic, environmental, and social concerns in proactive and forward-looking ways. It also includes contact information for each program so that communities facing similar issues can learn directly from the experiences of their counterparts.

### NACo conference sessions undergo a major face lift to add excitement

The Meetings and Conferences Division focused much of its effort during the past year on the continued improvement of NACo's conferences and meetings. Perhaps the largest and most visible step in this process was the enhancement of the general sessions at the 1999 Legislative Conference, by hiring a production company, Center Stage Productions, to coordinate production of the general sessions.

The staging of the sessions was upgraded with a professionally designed stage set along with enhanced lighting and audio and video equipment. Presenters participated in full-scale rehearsals prior to each session that enabled them to feel more confident and comfortable on stage allowing for a more effective presentation.

Teleprompter support was added for the first time, which also contributed to the enhanced presentations. The sessions featured more visual support in the form of videos and other graphic elements that helped to supplement the presentations and provided additional entertainment value.

All of this was done in an effort to create a more dynamic and ex-

citing forum through which NACo can more effectively communicate its message to our membership, as well as to the media and other external partners.

### Other County Services initiatives

**Five Star Restoration Program** — To promote community-based environmental restoration, NACo has joined with the Environmental Protection Agency and other partners to provide challenge grants to counties, cities and community groups to assist them in their efforts to support wetlands and riparian restoration projects.

**Environmental Purchasing Starter Kit** — Through small changes in procurement, counties can direct dollars toward products and services that have a reduced impact on the environment and promote improved public health. NACo's just released Environmental



Photo by Mary Ann Barton

Ray Uhalde, deputy assistant secretary of Labor (l) and Henry Van Sickle, Union County, Pa. commissioner, prepare for a broadcast on the Workforce Investment Act April 29.

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## **County Services**

Purchasing Starter Kit provides counties with the resources needed to be environmentally safe shoppers.

**Indoor Air Quality for Schools** — A recent federal government report noted that over half of the schools surveyed reported at least one environment problem affecting indoor air quality. To respond to these problems, NACo, in partnership with the EPA, offered a series of training sessions this year to help county, school and community leaders identify practical strategies to prevent and resolve indoor air problems in schools.

**Implementing the Workforce Investment Act** — With the passage of the Workforce Investment Act (WIA), the entire system of job training in the nation will change. NACo has taken a lead role this year in providing training and technical assistance to county elected officials and job training professionals to help them understand the changes counties need to make to implement WIA.

### **Counties benefit from NACo research**

In the last year the Research Division successfully completed eight new Research Briefs including "Certificates of Participation," "Developing a Request for Proposal," "County Officials: Who's Elected and Who's Appointed" and "Searching for Civility."

In addition, the division produced five new publications including two Model County Programs books and the "Glossary of Public Finance Terms for Local Officials." Eight surveys were conducted, including the 1998 Wage and Salary Survey, the Y2K Survey Report, the 1999 Urban Parks Survey Report and the Arbitrage Rebate Compliance Survey.

Four awards programs were admin-

istered including the 1999 Achievement Awards Program and the 1999 Arts and Culture Awards Program. The division also established a searchable database of model county programs, codes and ordinances on the NACo webpage and responded to 6,750 information requests from county officials, staff, media, educational institutions and other governments.

### **Satellite broadcasts, new initiatives highlight training activities**

The training division has produced three satellite broadcasts during the past 12 months and will do one more at the end of July. The broadcasts reached an estimated 14,000 people and piqued the interest of dozens of media outlets in NACo and its programs.

Programs included "From ISTEA to TEA-21;" "Local Government and the Y2K Computer Bug;" "Local Government and The Workforce Investment Act;" and "Am I Ready? How Do I Know?: Preparing for Y2K."

The Training Division is implementing a three-year plan that builds on existing capacities and anticipates members' future education and training needs. For conferences, the plan calls for innovations in the Basic Training seminars, and adding new formats, such as Topic One Roundtable Discussion Groups.

Future training activities will include: a NACo Satellite University with an expansive calendar of educational programs; a NACo Internet University that gives officials tailored training directly through their computers; an Advanced Leadership Training Program; a Friday University with a series of one-day intense training seminars; and a leadership handbook that complements orientation programs created by state associations.



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## ***Corporate Relations***

# **Deferred compensation program jumps to \$6 billion in total assets**

**T**he NACo Deferred Compensation Program had \$6.09 billion in total assets through the first quarter of 1999, an increase of 23 percent over last year.

There were 357,000 participants enrolled in the program, an increase of 12 percent from last year. Nearly 3,000 jurisdictions are enrolled in the program, including 1,854 counties.

NACo is the only deferred compensation program offered to county employees that features a broad-based advisory committee of county officials and employees. The 15-member committee acts as an advocate for counties and employees by making recommendations to the NACo Services Board on marketing, program competitiveness, monitoring, participant education and other areas as needed.

Nationwide Retirement Solutions has recently restructured the pricing and product offerings in cooperation with NACo.

## **Corporate Membership**

NACo's Corporate Membership Program offers counties and corporations the opportunity to exchange information and collaborate for mutual understanding and benefit. There are 107 corporate members. These corporations represent a broad cross-section of the nation's business community, from relatively small local firms to multinational corporations.

Corporate members meet as an organization during NACo conferences. The annual membership dues of \$1000 provides corporate participants with the opportunity to attend corporate member functions and all meetings, seminars, exhibit halls, receptions and joint programs with NACo's county members. Corporate members have been invited to participate in NACo's Cooperative Purchasing Program. This aspect of the program is being piloted with 10 corporations utilizing the Office Depot contract.

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## ***Financial Services Center***

# **Counties save more than \$40 million with cooperative purchasing program**

**T**he cornerstone program of the Financial Services Center (FSC), which began operation in January 1995, is the national cooperative purchasing alliance. This program provides contracts for various commodi-

ties at substantial discounts and has saved local governments more than \$40 million during the past two and a-half years.

The FSC is a joint venture partnership between the NACo Services Cor-

## ***Financial Services Center***



poration and the Davenport/Pitts Group. Chartered to provide unique financial services to counties, county employees and retirees, the FSC works in four major sectors: insurance, employee retirement and savings services, public finance and treasury management.

In the cooperative purchasing program, large counties and cities bid on behalf of all local governments, and the ensuing contracts are offered through a "piggyback" arrangement. Presently the program offers contracts for office supplies, office systems furniture, computers and peripherals, and general supplies. Vendors include Office Depot, KI Furniture, Wareforce, Inc., Tangent Computers, EnPointe Technologies, Inc., and Graybar.

The FSC redesigned its Lease Finance Program. The program now offers a complete lease-purchase master lease management system

and provides bids from the marketplace on a real-time basis. The program provides financing for equipment, capital improvements, real estate and refinancing.

The treasury management sector offers treasurers and finance officers access to a portfolio management and compliance system at very affordable rates. The electronic system provided by Evare allows counties to manage their investments, report to the various fiduciaries in the investment pro-

cess, build in all investment compliance, and provide for GASB 31 compliance.

The employee retirement and savings sector works with PEBSCO/Nationwide Retirement Solutions to provide county employees with defined contribution plans, deferred compensation matching plans, Roth IRAs, college savings plans and post employment health plans. The FSC works closely with NACo on the deferred compensation program and coordinates marketing between all plans.

The Insurance Center for Local Government, the insurance sector arm of the FSC, presently offers a variety of employee benefits and payroll deduction programs that enhance a county's personnel system. The Insurance Center provides information and referrals to counties, as well as develops programs and products for the county marketplace.

# GIS Starter Kit is success for counties, NACo

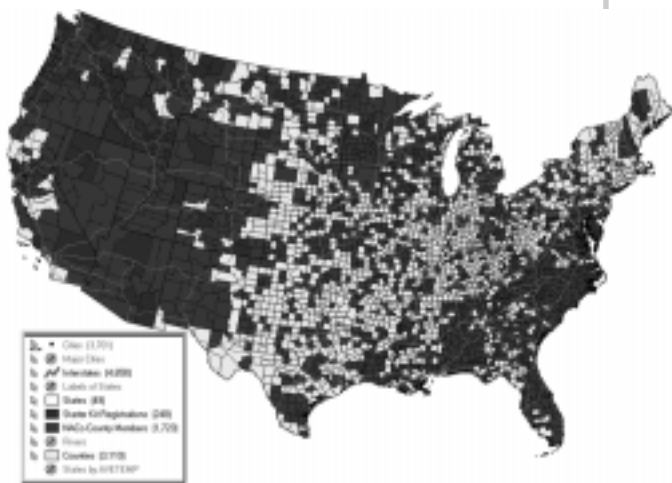
**T**he NACo/Intergraph GIS Starter Kit program began in the fall of 1998 and has proven to be extremely successful. The program was developed to give each NACo member county one copy of the GIS Starter Kit, which has a value of \$15,000 and includes everything a county will need to begin performing geographic analysis.

## The GIS Kit includes:

- One site license of the Intergraph's GeoMedia software.
- Three compact disk jewel cases, which contain federal, state, and local county data, model county data and demonstration applications.
- County applications and workflows that include redistricting, economic development, zoning notification and an emergency management scenario.
- Training manual and documentation for the software, data sets and applications.
- 30 days-standard technical support through the use of a toll-free telephone number.
- Six months fax-back support.

Currently, the GIS Starter Kit has been deployed in 150 counties in 15 states. There are 10 additional states being scheduled for training by July.

The popularity of the GIS Starter Kit program has proven to be a successful incentive to entice non-NACo counties to join the association. Ap-



**The GIS Starter Kit**

proximately 25 counties have joined NACo because of the GIS Starter Kit.

## Other IT Programs

### Free computer equipment

Cabletron Systems Incorporated recently approached NACo staff with an offer of donating information technology equipment to NACo members for free. Cabletron Systems is one of the world's largest and most successful networking companies.

The company's CEO decided to make the offer in an effort to "give back" to the community by donating computers and network switches. The offer, limited to member counties, has been advertised in *County News* and the NACo Website and expires August 22. This program is open to all counties but should be most helpful to small or rural counties.

## Y2K campaign efforts

NACo is engaged in encouraging counties to proactively address Y2K.

## **Information Technology**

Information Technology staff sponsored a workshop at the Legislative Conference and have made Y2K presentations at state and national conferences. The staff remains active in the White House State and Local Sector Work Group.

The Y2K and You Campaign—jointly sponsored by NACo, the International City/County Management Association, the National League of Cities (NLC) and Public Technology, Inc.—has started a second phase which will concentrate on testing exercises and contingency planning. As part of this joint effort, NACo and NLC are completing another Y2K national survey.

A second Y2K satellite broadcast, scheduled for July 29, will focus on contingency planning and testing. NACo also is working with the Department of Agriculture, Department of Commerce and the Small Business Administration to provide Y2K information, materials and a \$500 travel reimbursement stipend for a representative of each state association to attend one of six training sessions for potential Y2K trainers.

### **Premier Member Program**

The Premier Member Program allows selected information technology vendors to showcase relevant applications to county government and to work together to address information technology needs of counties. Current Premier Members are AT&T, EDS, Environmental Systems Research Institute (ESRI), IBM, Intergraph, and Oracle.

Oracle and ESRI were accepted into the Premier Member program in December 1998. Cabletron and APEX Data Service have expressed an interest in joining the program and both

made a presentation to the Information Technology Committee at the Legislative Conference.

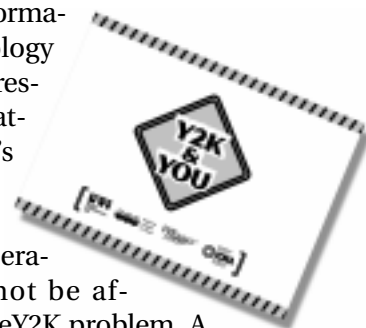
The committee has recommended both companies develop a business plan that identifies how their company can assist counties. Exegetics has completed the application process and gave a presentation to the Information Technology Committee during the WIR conference. Other companies that have expressed an interest in the program are Xerox, Trimble, and ERDAS.

### **NACo Y2K report**

NACo Information Technology staff are aggressively evaluating NACo's internal infrastructure to ensure operations will not be affected by the Y2K problem. A complete inventory of hardware and software was recently completed and documentation for each was reviewed for Y2K readiness.

The inventory identified some equipment as not Y2K compliant. New equipment has been purchased to replace deficient hardware and IT staff have developed a contingency plan to ensure a stable environment.

The inventory also identified software that was not Y2K compliant. Information Technology staff are taking corrective action and removing non-compliant software. NACo Information Technology staff continue to evaluate various Y2K correction applications, and will utilize the software if the evaluation proves beneficial to NACo.



# NACo Consolidated Operations

**T**he National Association of Counties (NACo) consolidated family is a closely held group of organizations designed to provide services and products that meet the needs of county governments, its elected officials, administrators, employees and citizens. The NACo Board of Directors has the responsibility to periodically review NACo's financial condition and to approve the yearly budget.

NACo is organized under IRC 501(c)(4) as a non-profit corporation that provides education and other services to its members. Its primary sources of income are royalties, dues and conferences. As the parent company, it provides membership services to counties through Legislative Affairs, Public Affairs and Public Relations, Conferences and the Western Interstate Region Services program. In addition, all administrative, accounting and computer services are provided by the parent company.

The members of the Board of Directors of NACo are county elected and appointed officials. The Executive Committee, elected from the general membership, and the executive director manage the affairs of NACo. The executive director supervises a staff of 87 full-time employees.

NACoRF, the National Association of Counties Research Foundation, is a subsidiary of NACo organized under IRC 501(c)(3) as a charitable organization. Its primary sources of income are grants, corporate sponsorships and *County News*. It primarily provides services to counties through the JTPA Service Program, federal and private grants, training, education and research. It also has an Associate Member Program and Information Technology Center com-

prised of private corporations that sponsor various projects for NACo and the foundation. The NACoRF Board of Directors and Executive Committee are the same as those of NACo.

NACoS, the NACo Services Corporation, is a subsidiary of NACo, organized as a for-profit company and incorporated under the laws of Delaware. Its mission is to develop, market, and promote programs that offer competitive products and services to counties and their employees. During 1998, its programs included the deferred compensation program for county employees sponsored by Nationwide Retirement Service. The NACoS Board of Directors is composed of the five members of the Executive Committee, the Executive Director of NACo, and three outside directors. The three outside directors may be other county officials, retired county officials, leaders from the corporate community or members of academe.

NACoFS, the NACo Financial Services Corporation, is a subsidiary of NACoS, organized as a for-profit company and incorporated under the laws of Delaware. The NACoFS provides management and marketing support and oversight to the NACo Financial Services Center (FSC). The FSC was formally created in 1995 to offer a broad mix of financial products and services to counties and their employees. The FSC is an equity partnership, owned and controlled by NACoFS and the Davenport-Pitts Group, Ltd. (DPG).

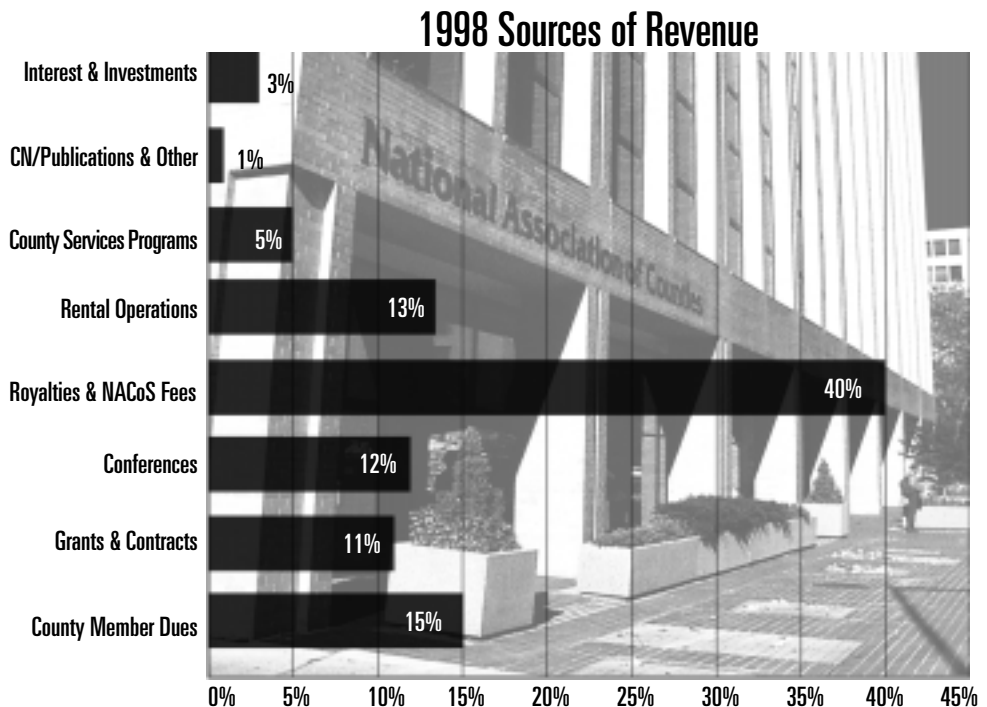
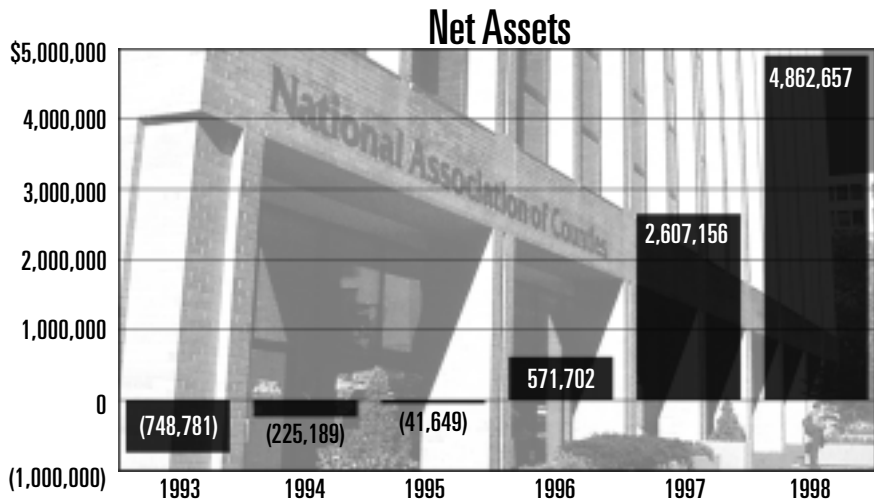
Representatives from both NACo and DPG, as well as the managing director of the FSC, comprise the NACoFS Board of Directors.

NACo's fiscal year is the calendar year.

## Finance & Administration

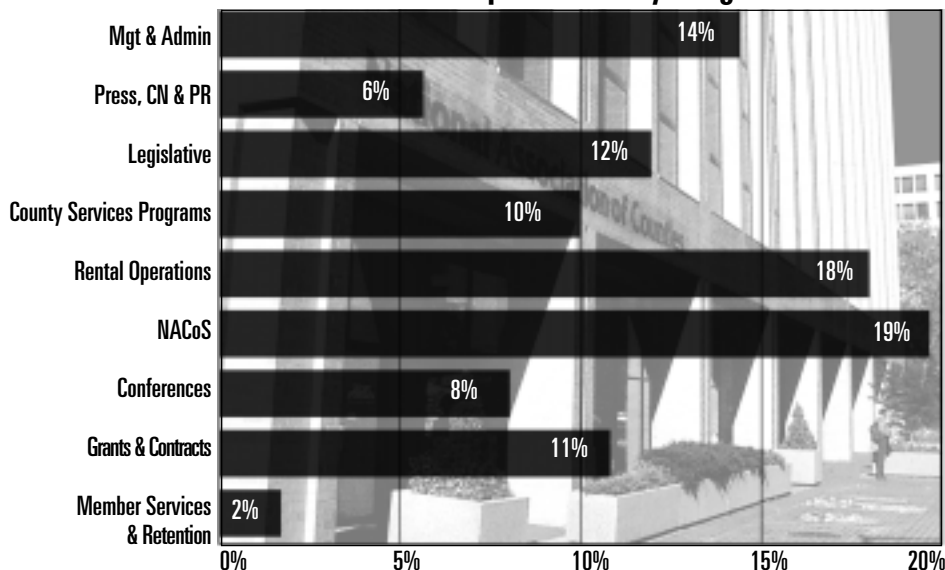
### National Association of Counties Consolidated Statement of Activities and Change in Net Assets for 1998 (audit by Lang Group, Inc.)

Over the past few years, NACo worked diligently to reduce a long-standing deficit. By budgeting for surplus revenues, NACo was finally able to eliminate its deficit in 1996. NACo's \$2 million surplus for 1998 was better than budgeted and reflected the extremely successful financial market trends of 1998. The surplus was significantly higher than past years due to increased earnings from investments and royalties, and also cost reductions from salaries, benefits and consultants. These surpluses continue to develop NACo's reserves and enable us to provide new opportunities to support member programs.



## Finance & Administration

### 1998 Expenditures by Program



December 31, 1998

Sources of Revenue	Revenue
County Member Dues .....	\$2,947,930
Grants & Contracts .....	2,070,364
Conferences .....	2,226,497
NACoS: Royalties & Fees .....	7,761,594
Rental Operations .....	2,548,445
County Services Programs .....	876,103
County News/Publications & Other .....	266,580
Interest & Investments .....	494,401
<b>Total Revenue .....</b>	<b>19,191,914</b>
Expenditure by Program	Expenses
Membership Services/Retention .....	279,878
Grants & Contracts .....	1,823,007
Conferences .....	1,304,868
NACoS .....	3,328,170
Rental Operations .....	3,009,027
County Services Programs .....	1,631,794
County News/Press & PR .....	1,074,751
Legislative .....	2,115,184
Management & Administration .....	2,369,742
<b>Total Expenses .....</b>	<b>16,936,421</b>
Change in Net Assets .....	2,255,493
Net Assets, beginning of year .....	2,607,156
Net Assets, Dec. 31, 1998 .....	4,862,650

# The NACo staff—a diverse group with its heart in the community

**N**ACo staff represents many backgrounds and cultures of the world. There are staff members from Ethiopia, the Philippines, Korea and Puerto Rico.

This diversity is celebrated and recognized often throughout the year. In February, Black History Month is celebrated with activities throughout the month culminating in a potluck lunch that features many ethnic dishes. Also, during the holiday season, the diversity of religions is recognized with the display of the Christmas tree and Hanukkah and Kwanza candles.

NACo believes that to serve its members better, its workforce must reflect the cultural diversity of the local community and its members. NACo's population makeup is 43 percent minorities and 61 percent females.

NACo is proud of its employees and the differences they bring to the workplace and will continue to ensure the workplace is representative of all backgrounds of its members and the community.

## Auction for charity

NACo staff also contribute to the community. The holiday season is a busy time for everyone. Despite the hustle and bustle, NACo staff always remember the less fortunate during this time of the year. NACo staff contribute time, talent and money toward several holiday events, truly reflecting the meaning of this "giving season."

For several years now, NACo has sponsored an auction from which the entire proceeds are given to a local charity. Since 1994, these auctions, which are organized by staff member Peggy

Beardslee, have raised nearly \$28,000 for local charities. Last year, the auction raised more than \$6,200 for Children of Mine, a local after school program that accommodates, tutors and feeds over 100 children from DC's Southeast neighborhood. The auction is unique as the majority of the items donated are done so by NACo employees, who then in turn bid on and buy these items.

In addition to the auction, NACo also sponsors a food drive and a Toys for Tots campaign. In 1998 both of these programs surpassed previous years' collections, with more than 60 toys and six boxes of food collected. Last year NACo targeted its food and toy effort toward two local needy families.

## Christmas In April

Nine NACo staffers and a few friends helped do some rehabilitation work on a house up in Northwest D.C. one Saturday in April as part of the Christmas In April project. The staff worked all day scraping paint, caulking, landscaping, and painting outside and inside the house.

Though they had paint chips in their hair and paint all over their clothes, they left the house looking much better than it did, and with a very good feeling of accomplishment.

James Davenport organized NACo participation in the project that was done in cooperation with Trammel Crow, the NACo building maintenance firm. Participants were Kathy Bosak, Abigail Friedman, Martin Harris, Renata Lipscomb, Larry and Joan Naake, Stacy Nolish, Diane Shea, and Maria Wagner.



# Executive Director



**Larry E. Naake**

## Department Directors



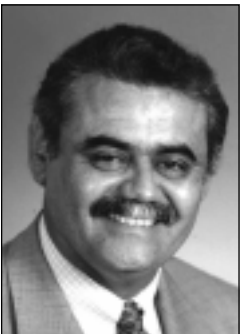
**Ed Ferguson**  
County Services



**Kathy Bosak**  
Finance and  
Administration



**Winifred Lyday**  
Information  
Technology Center



**Edwin S. Rosado**  
Legislative Affairs



**Tom Goodman**  
Public Affairs



**Tom Sweet**  
Public-Private  
Partnerships

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			Ziegler, Jill	661-8806	jziegler@naco.org

# NACo Services and Publications

## County Services Department

Ed Ferguson, director

Sandy Markwood, deputy director

The County Services Department focuses on member services and education, and consists of the following divisions: Grants and Contracts, Conferences, Research, Training and the joint Center for Sustainable Communities.

Department staff provide ongoing training and technical assistance programs, educational programs, and publications and services designed to help busy county officials better serve their constituents.

- Awards Programs *Byers  
Beardslee  
Culotta/Logan*
- Children and Youth Project *Markwood*
- Coastal Watershed Management Project *Friedman, A.*
- The County Environmental Quarterly *Witt*
- Conferences *Forsythe, Smith*
- HOME Project *Markwood*
- Joint Center for Sustainable Communities *Keller*
- JTPA Service Fee Program *Gortenburg*
- JTPA Directory (Service Delivery Areas) *Gortenburg*
- JTPA Update *Kenny*
- Landfill Gas Recovery Project *Friedman, N.*
- Local Government Environment Assistance Network *Friedman, N./Witt*
- Pollution Prevention Project *Friedman, N.; Hayes*
- Radon/Indoor Air Project *Witt/Zarbatany*
- Research/Surveys *Byers*
- Rural Development *Marxman*
- Satellite TV Conferences *Kampinsky*
- Source Water Protection Project *Friedman, A.*
- Special Update on Job Training for County Elected Officials *Gortenburg*
- Solid Waste Project *Friedman, N.; Hayes*
- Training and Professional Dev. *Kampinsky*
- Training and Employment Programs *Gortenburg*
- Wetlands Project *Friedman, A.*

## Finance and Administration

Kathy Bosak, director

The Finance and Administration Department provides a wide variety of support services to NACo departments and personnel. This department manages all financial, payroll and accounting activities, human resources, administration and mailing operations, and building facility operations.

On a daily basis, this department provides services and assistance to approximately 87 staff members and several affiliate organizations which are housed in NACo office space.

## Information Technology Center

Winifred Lyday, director

The Information Technology Center provides information technology services to counties and data information services to NACo departments and personnel.

The mission of the Information Technology Center is to provide training, education and research regarding information technology, including limited, broad-based

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## **NACo Services and Publications**

consulting and referral services. Current programs include the Information Technology Premier Program and the NACo Web site.

- |                                   |              |                          |                   |
|-----------------------------------|--------------|--------------------------|-------------------|
| • Information Technology Services | <i>Lyday</i> | • PCs                    | <i>Fernandez</i>  |
| • Premier Member Program          | <i>Shean</i> | • Phones                 | <i>Day</i>        |
| • Lans - Servers                  | <i>Son</i>   | • County Member Database | <i>Powell</i>     |
| • GIS Development                 | <i>Shean</i> | • List Sales             | <i>Glover</i>     |
|                                   |              | • NACo Web site          | <i>Moskerintz</i> |
|                                   |              | • General Support        | <i>Thomas</i>     |

## **Legislative Affairs**

**Edwin Rosado, director**

**Jeff Arnold, deputy director**

The Legislative Affairs Department is responsible for NACo's advocacy programs and policy development on behalf of local government. The department uses NACo's steering committees to develop policy positions on national issues and then plans legislative strategies to achieve priority goals.

- |                                      |                |                             |                 |
|--------------------------------------|----------------|-----------------------------|-----------------|
| • Community and Economic Development | <i>Battle</i>  | • Intergovernmental/LUCC    | <i>Staebler</i> |
| • Education                          | <i>Sanz</i>    | • Justice and Public Safety | <i>Murray</i>   |
| • Employment                         | <i>Bomberg</i> | • Land Use                  | <i>Shea</i>     |
| • Energy                             | <i>Shea</i>    | • Legislative Bulletin      | <i>Eshete</i>   |
| • Environment                        | <i>Shea</i>    | • Public Finance            | <i>Tabor</i>    |
| • Health issues                      | <i>McElroy</i> | • Public Lands              | <i>Arnold</i>   |
| • Housing                            | <i>Battle</i>  | • Rural Development         | <i>Tabor</i>    |
| • Human Services                     | <i>Sanz</i>    | • Transportation            | <i>Fogel</i>    |
|                                      |                | • Telecommunications        | <i>Fogel</i>    |

## **Public Affairs**

**Tom Goodman, director**

The Public Affairs Department is NACo's communications and membership department. The department's three primary responsibilities are publication of *County News*, membership retention and development and media relations. Other responsibilities include providing graphic design and printing assistance to other NACo departments, publication fulfillment, and other public functions such as planning and carrying out Community Countdown 2000 and National County Government Week.

- |                                 |                      |                       |                    |
|---------------------------------|----------------------|-----------------------|--------------------|
| • <i>County News</i>            | <i>Schlotterbeck</i> | • Leadership Letter   | <i>Bullard</i>     |
| • <i>County News</i> Job Market | <i>Vickers</i>       | • Membership          | <i>Goldschmidt</i> |
| • Dues Payments                 | <i>Parrish</i>       | • Publications Orders | <i>Vickers</i>     |
| • Elections/Credentials         | <i>Parrish</i>       |                       |                    |

## **Public-Private Partnerships**

**Tom Sweet, director**

The Public-Private Partnerships Department or NACoS — the NACo Services Corporation — is a subsidiary of NACo that is organized as a for-profit company and incorporated under the laws of Delaware. Its mission is to provide development, marketing and promotion of programs that offer competitive products and services to counties and their employees.

Current programs include deferred compensation through Nationwide Retirement Solutions for county employees, financial services for county governments through the NACo Financial Services Center (FSC) and the Corporate Membership Program, which encourages public-private collaboration.

- |                             |                  |
|-----------------------------|------------------|
| • Corporate Relations       | <i>Sweet</i>     |
| • Deferred Compensation     | <i>Palmer</i>    |
| • Financial Services Center | <i>Swendiman</i> |