

# County News

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*"The wisdom to know and the courage to defend the public interest"*

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Photo by Dan Miller

(L to r) Sen. Lamar Alexander speaks with NACo President Angelo Kyle, Tennessee County Services Association President Brent Greer and NACo Executive Director Larry Naake. Alexander spoke to meeting attendees on "ominous" trends that threaten federalism.

## Sen. Alexander, budget guru Hoagland brief state leaders

By DAN MILLER  
STAFF WRITER

Presidents and executive directors of the nation's state associations of counties recently convened in Washington, D.C. where they were addressed by Sen. Lamar Alexander (R-Tenn.) and Bill Hoagland, budget counsel for Senate Majority Leader Bill Frist.

During the Jan. 5-7 meeting, the executives also visited the Eisenhower Executive Office Building for a briefing by White House staff, including Deputy Assistant to the President Ruben Barrales.

Alexander spoke to the attendees about several "ominous" trends that threatened the principles of federalism.

These threats included the federal judiciary's encroachment on federal legislative tasks and on policies

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Photo by Dan Miller

Virginia Association of Counties President Gerry Connolly (l) speaks to Bill Hoagland (r), budget counsel for Senate Majority Leader Bill Frist, after his address. Hoagland gave an overview of the federal budget.

## 109th Congress session casts clouds for counties

By JEFF ARNOLD  
DEPUTY LEGISLATIVE DIRECTOR

One year ago, *CountyNews* predicted that very little would be accomplished to help counties in the 108th Congress, Second Session, and that prediction proved to be correct. This year, with the advent of the new 109th Congress, there is much to fear.

While there will likely be progress on legislation such as the permanent reauthorization of a surface transportation bill (which would

really help counties), there is just as likely to be legislation that will substantially reduce domestic programs (other than homeland security) that could have significant implications for county governments.

While the president's FY06 budget will not be released until Feb. 7, a reading of the Washington, D.C. tea leaves already suggests there could be major reductions in housing, human services, workforce programs and

■ See **109TH** on page 4

## Weighing-in made easy for county employees

By M. MINDY MORETTI  
SENIOR STAFF WRITER

Every new year, we all resolve to spend our money more wisely, drink a little bit less, work a little harder at work, be a bit nicer to our friends and family, and always to eat less and lose weight.

By Jan. 15, most of those resolutions have gone the way of the previous year, but, some counties are doing what they can to help employees stick with one particular resolution — the resolution to lose weight.

The Weight Watchers At Work program began about 15 years ago as a way to make it easier for those on the dieting track to attend program meetings. The 12-week program

meets once a week for a weigh-in and support group session, just like a typical Weight Watchers program, however these are offered in a county facility and usually during a lunch hour instead of in the evenings.

"The main benefit is that it's during the day and you don't have to make an extra trip away from home," explained Cici Ault, corporate accounts manager for Weight Watchers. "With traffic the way it is in so many places and people's schedules so hectic, there's typically not enough time during the work week and the last thing anyone wants to do on a Saturday morning is go to a meeting."

■ See **RESOLUTIONS** on page 4

## County News

## Quik Takes

### African American

#### Quick Facts

- **Largest African American Population**  
Cook County, Ill. - 1.4 million
- **Largest Percentage of African American Population**  
Jefferson County, Miss. - 86.5%
- **Largest Increase in African Americans**  
(April 1, 2000 - July 1, 2003)  
Broward County, Fla. - 70,000
- **State with Largest Number of Black-Owned Businesses** (1997)  
New York - 86,469

# DHS, affiliates announce National Response Plan

By JASON J. SHEDLOCK  
COMMUNITY SERVICES ASSOCIATE

The U. S. Department of Homeland Security, in partnership with federal departments and agencies, state, city, county and tribal officials, private sector and emergency management national associations, recently announced completion of the National Response Plan (NRP).

The NRP establishes a unified and standardized approach within the United States for protecting citizens and managing homeland security incidents. All federal departments and agencies that may be required to assist or support during a national incident will use this plan, whether from threats or acts of terrorism, major natural disasters or man-made emergencies.

The NRP standardizes federal incident response actions by integrating existing and formerly disparate processes. It also establishes standardized training, organization and communications procedures through the National Incident Management System (NIMS) and clearly

identifies authority and leadership responsibilities.

"With this plan, our nation and its federal, state, local and tribal response communities now have a comprehensive, all-hazards tool for domestic incident management across the spectrum of prevention, preparedness, response and recovery," said Homeland Security Secretary Tom Ridge. "The complex and emerging threats of the 21st century demand this synchronized and coordinated plan in order to adequately protect our nation and its citizens."

The NRP fulfills a requirement in Homeland Security Presidential Directive 5 and provides a core operational plan for all national incident management. When fully implemented, it will supersede the Initial National Response Plan (INRP), the U.S. Government Interagency Domestic Terrorism Concept of Operations Plan (CONPLAN) and the Federal Radiological Emergency Response Plan (FRERP).

"The completion of the National

Response Plan is a significant milestone in our nation's quest for a more secure homeland," said NACo President and Lake County, Ill. Commissioner Angelo Kyle. "NACo is proud to have been involved in the development of the NRP. By consolidating numerous federal response plans into one comprehensive set of guidelines, counties throughout the country now have a clearer picture of when and how federal incident response actions will be implemented."

The NRP and the supporting National Incident Management System establish incident management processes to:

- improve coordination and integration between federal, state, local, tribal, regional, private sector and non-governmental organization partners

- integrate the federal response to catastrophic events

- improve incident management communications and increase cross-jurisdictional coordination and situational awareness

- improve federal-to-federal interaction and emergency support

- maximize use and employment of incident management resources, and

- facilitate emergency mutual aid and federal emergency support to state, local and tribal governments.

The NRP further recognizes the potential magnitude of threats from weapons of mass destruction and severe natural disasters by adoption of a new term, the *incident of national significance*. An incident of national significance is

described as an incident with high impact requiring an extensive and well-coordinated response by federal, state, local, tribal and nongovernmental authorities to save lives and minimize damage.

To get more information about the National Response Plan, county officials, first responders and incident management authorities should call (800) 368-6498 [8 a.m. to 6 p.m. EST weekdays]. A PDF copy of the National Response Plan can be downloaded online at [www.dhs.gov/nationalresponseplan](http://www.dhs.gov/nationalresponseplan).

(For more information on NACo's Homeland Security Technical Assistance Program, please contact Jason Shedlock at (202) 942-4252 or [jshedloc@naco.org](mailto:jshedloc@naco.org).)

## VoIP legislation would cut out states, counties

By JEFF ARNOLD  
DEPUTY LEGISLATIVE DIRECTOR

The 109th Congress had barely convened when the first shot in the war over telecommunications reform was fired by Reps. Cliff Stearns (R-Fla.) and Rick Boucher (D-Va.). Their bill — H.R. 214 — would define "advanced Internet services" as an "interstate service" under the definitions in the Telecommunications Act of 1996, and clarify that they are neither "telecommunications services" nor "information services" under the definitions of that act.

Therefore, the bill states that neither the Federal Communications Commission nor any state may regulate the rates, charges, terms, or conditions for, or entry into, or exit from, the provision of, any advanced Internet communications service. This basically takes states and local governments out of the regulatory business for new services like Voice-over Internet Protocol (VoIP).

The congressmen said they offered H.R. 214 to remove barriers to the deployment of Advanced Internet Communications Services (AICS) and to promote expansion in new applications such as VoIP. Stearns offered similar legislation, the Advanced Internet Communications Services Act, last year.

NACo heartily supports new communications services like VoIP, and VoIP is expanding quickly without legislation like that proposed by Stearns and Boucher. The biggest barrier to the use of new Internet Protocol-enabled services like VoIP is the adoption of broadband connectivity to the Internet, which has lagged due to cost and perceived value, not state or local government policies.

NACo's policies are clear that any consideration of legislation like this needs to be in the context of the larger review of telecommunications policy that is expected to begin this session of Congress, and not done on a piecemeal basis. The NACo Board of Directors adopted a legislative priority for 2005 that addresses this specific concern. It states: "Telecommunication Act Rewrite: Support rewriting provisions of the Telecommunications Act of 1996, which include protecting existing authorities and revenues and addressing issues of convergence across a broad range of communications and technology platforms."

NACo will be working with all state and local groups to assure that local authorities are preserved and not preempted by premature legislation.

## Resolve to reduce the risks of radon

By KELLY ZONDERWYK  
AFFILIATE SERVICES COORDINATOR

As the presence of Jack Frost is once again felt across most counties and shorter days force more time indoors, residents in your county may be spending unwelcome time with a dangerous and uninvited guest in their homes: radon. January is Radon Awareness Month, and what better time of year to encourage county residents to test their homes for radon than while making healthful resolutions for 2005?

Radon is an elusive radioactive gas that is invisible and odorless. It can seep through any crevice it may find from cracks in walls to gaps around pipes, and sometimes through the water supply. Radon's non-discriminating nature means it can enter any type of home or building — new or old, with or without a basement. The EPA finds that one in 15 homes have high levels of radon. And, radon is the second leading cause of lung cancer in the country.

To see results of radon levels in your county, visit: [www.epa.gov/radon/zonemap.html](http://www.epa.gov/radon/zonemap.html). Here you can examine which of three potential radon zones your county falls under: Zone 1 (highest potential), Zone 2 (moderate potential) or Zone 3 (low potential). Also available through EPA's Website ([www.epa.gov/radon](http://www.epa.gov/radon)) is A Citizen's Guide to Radon, a coupon for a reduced-priced radon action test kit and contact information for each state's radon representative. In early February, you may also contact EPA at (202) 343-9427 to request an educational radon CD.

The cost of reducing radon in the home typically compares to other common home repair investments — but with greater outcomes. Thousands of

preventable lung cancer deaths are attributed to radon exposure every year by health organizations such as the American Lung Association and the Centers for Disease Control and Prevention. Smokers, when coupled with radon exposure, significantly increase their risk of developing lung cancer. Easy and quick solutions exist to reduce this risk and radon problems, beginning with testing.

Radon-resistant features can now be built into new homes. Local and state building codes may even require these construction features. When making home renovations, if radon-resistant techniques are employed, less time and money will be spent on future mitigation efforts.

Even with these techniques, though, homes still need to be tested for radon every two years.

As recipients of NACo's 2004 Indoor Air Quality Model County and Coalition Grants, 10 counties chose to address the issue of radon in their communities. Nearly 100,000 employees and residents of these counties participated in educational activities focused on radon risks and mitigation efforts, and thousands of citizens received free test kits and instructions.

(For more information, contact Kristen Bertram, community services associate, at (202) 942-4292 or [kbertram@naco.org](mailto:kbertram@naco.org).)

## Erie County, N.Y. Completes Radon Awareness Video

Counties like Erie County, N.Y. have developed interesting materials and programs to inform citizens about the seriousness of radon exposure in their homes. Erie County recently updated its radon awareness video with the help of Buffalo State College.

The video encourages and instructs viewers on how to use home radon test kits and mitigation techniques, and also explains contributing factors to the county's radon problems like Erie County's topography and geography. The VHS and DVD forms of this video are used at health fairs and throughout the county schools, and are available at all 52 county public libraries, legislative offices and by contacting the Office of Indoor Air Quality.

According to Allen Ernst, junior environmental education specialist from Erie County Department of Environmental Protection, the number of radon inquiries from county residents using the Radon Hotline, increased to nearly 100 phone calls in a month following a county press conference on radon. More than 140 home radon tests kits were ordered over a two week span, confirming that radon is an important issue to residents of Erie County. More information on other components of Erie County's comprehensive radon program may be found at: [www.erie.gov/environment/compliance/radon\\_program.asp](http://www.erie.gov/environment/compliance/radon_program.asp).



# NACo, EPA evaluate GIS-based planning tools for counties

By KEVIN NEIMOND  
GEOSPATIAL INFORMATION  
TECHNOLOGY SPECIALIST

Is your county facing difficult development choices that will shape the growth of your community? Are you interested in better ways to visualize the possible outcomes of your options before you make a final decision? If you are like many of your colleagues across the country, you answered a resounding "yes" to both of these questions.

County decision-makers are constantly challenged with maintaining a balance between economic and environmental considerations, and understanding this balance is no easy task.

NACo is pleased to announce a new program, supported by EPA, to help county officials learn more about tools that model how different decisions influence the various systems in your community. Often dubbed "decision-support systems," these geographic information systems (GIS)-based tools work by bringing together data and models to create real life scenarios depicting the benefits and consequences of each decision option.

Many counties have recognized that the ability to forecast the potential results of their choices has given them new insight on how their decisions align with existing and future priorities.

The use of decision-support systems in county government is limitless, as tools exist (and are continuously being developed) to support officials in a variety of issue solving processes. From land use planning to water resource management to transportation forecasting, decision-support tools service the



Courtesy of the Institute for the Application of Geospatial Technology (IAGT)

A screenshot of a GIS-driven "decision-support system" computer application designed to help county planning.

needs of all counties, large and small.

Fast-growing Mecklenburg County, N.C., for instance, uses decision-support systems to examine the air quality and stormwater management costs associated with proposed development, while Albany County, Wyo., enlists the help of decision-support tools to analyze the impact of future land use scenarios on water supplies as they grapple with their aquifer protection plans.

Determining which tool is right for your county can be a difficult task. This new NACo program examines what factors make different decision support tools successful in county government and provides you with a jumpstart in deciding which option is most suitable for both your issue needs and your technical abilities.

To identify these success factors, plans include interviewing counties that have implemented decision-support tools and discussions with

tool and model developers. Highlighting the program itinerary is a workshop bringing together county officials from around the country to take part in a series of "hands-on" evaluation exercises.

These activities will produce a series of informational products including reports, case studies, presentations, workshops and a project Web site that supply you with the decision support system know-how needed to make informed choices about which option is best for your county.

(NACo seeks your assistance. To share information about how your county has used decision-support system tools, take part in the hands on workshop or learn more about this program, please contact Kevin Neimond by e-mail at [kneimond@naco.org](mailto:kneimond@naco.org) or by phone at (202) 942-4247.

# Lights! Camera! Action! Counties cash in on Hollywood movie magic

By DAN MILLER  
STAFF WRITER

Jonathan Slator's job is to bring Hollywood magic back to his county.

Slator, Taos County, N.M.'s film commissioner, has more than 20 years of experience in film and television production, 10 of which were spent as a Los Angeles-based location manager. Slator solicits a variety of media projects to the area including films, television productions and print ads.

"The mandate of this office is economic development which, simply put, means bringing people in here to spend money," Slator said.

Slator says that while high-profile films are the most sought-after ventures, smaller productions can

still bring an economic boost to the area. For example, filmmakers recently used Taos County to shoot a small movie called *Off the Map*, starring Joan Allen and Sam Elliot. The film's budget was only \$6.5 million, but, according to Slator, between a third and a half of that amount stays in the county.

Oliver Stone's *Natural Born Killers* and the romantic comedy *Fools Rush In* starring Salma Hayek and Matthew Perry were both shot in Taos County.

Maui County has provided the backdrop for many feature films, including *Jurassic Park* and the recent James Bond film *Die Another Day*.

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*Die Another Day* was partially filmed in Maui County, Hawaii.

# State execs meet with White House staff during winter meeting

■ STATE from page 1

traditionally reserved to states, as well as the tendency of the federal government to burden local governments with proposals when its own policies fail. Specifically, he cited Congress's failure to address the burden made by illegal immigrants, the issue of rising health care costs and the ever-present problem of unfunded mandates.

To solve these issues, Alexander suggested such strategies as developing a compromise between local governments and the telecommunications industry on the Internet access tax issue as well as ensuring that Congress pay for the costs it creates

when it passing legislation.

"I can be a Paul Revere and I can wave the lantern of federalism as Congress debates conflicting principles. It is up to you and other state and local officials, however, to be the Minute-men and Minutewomen that let your members of Congress know just how important strong local and state governments are," Alexander said.

Hoagland gave an overview of the federal budget and an analysis of its components. The components included entitlements and mandates, such as Medicare and Social Security, as well as defense spending, non-defense spending and net interest.

Hoagland forecasted a very tight budget in non-defense spending for

the immediate future as well as a looming crisis in Social Security. He expressed concern that the situation with Social Security would not be addressed until the crisis actually hits.

The executives later traveled to the Eisenhower Executive Office Building for briefings by Barrales, who is also the director of intergovernmental affairs; Associate Director of the Domestic Policy Council Jess Sharp; Director of Local Coordination for the Department of Homeland Security (DHS) David Hagy; and White House Director of Preservation, Architecture and Construction Lonnie Hovey.

Barrales offered his assistance

to the attendees in negotiating with federal agencies such as the Department of Housing and Urban Development; and the U.S. Fish and Wildlife Service.

Barrales also spoke to attendees about President George W. Bush's second term priorities, including legal, tax, budget and medical reforms. He specifically mentioned Social Security reform as a high priority.

"We need to keep Social Security in place but allow for opportunities for younger workers," Barrales said.

Sharp gave an update on transportation issues, stating that the Administration's goal is to produce legislation with as much funding

as possible within the budget. The questions that need to be answered are how much funding will be available and how that amount would be divided.

Hagy spoke about changes in the grant guidelines for DHS. These changes included an improved grant tracking system as well as a change in cash management that would allow local governments 120 days to spend grant money rather than three. The latter change would benefit small local governments who are unable to front large amounts of money to start projects.

Hovey briefed the executives on the history of the Eisenhower Executive Office Building.

# PROFILES

in service...



**Harry Montoya**

**Commissioner  
Santa Fe County, N.M.**

**NACo Board of Directors**

**Number of years active in NACo:** 2

**Years in Public Service:** 10

**Occupation:** Chief Executive Officer — Hands Across Cultures, Corp.

**Education:** Master of arts in counseling psychology

**The hardest thing I've ever done:** Build a house.

**Three people (living or dead) I'd invite to dinner:** My grandfather Abel Montoya, Cesar Chavez and Martin Luther King, Jr.

**A dream I have is to:** Run for higher office.

**You'd be surprised to learn that I:** Played college basketball.

**The most adventurous thing I've ever done is:** Climb cliffs along Nambé (N.M.) river and waterfalls (without killing myself!).

**My favorite way to relax is:** Read a book.

**I'm most proud of:** Being married 25 years.

**Every morning I read:** *The Santa Fe New Mexican*.

**My favorite meal is:** Every single one — hate to miss any!

**My pet peeve is:** Laziness.

**My motto is:** Be the best person I can be, every moment, every day.

**The last book I read was:** *What's the Matter With Kansas*, by Thomas Frank.

**My favorite movie is:** *The Passion of the Christ*.

**My favorite music is:** Jazz, R&B, Soul, Spanish (Salsa, Norteño, Merengue).

**My favorite president is:** Harry S. Truman.



## County News invites Letters to the Editor

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

Please include a phone number with your letter. Mail, fax or e-mail to: County News, NACo, 440 First St., N.W., Washington, DC 20001-2080; (202) 393-2630; [cnews@naco.org](mailto:cnews@naco.org).

## Major shifts in spending predicted

■ **109TH** from page 1

environmental and health programs. There could also be significant shifts in funding liability that could force additional unfunded mandates onto counties.

The president has outlined his priorities for the upcoming year — a Social Security overhaul including partial privatization; significant tax reform; tort reform; health care

accessibility and affordability; and improving America's schools.

The specific proposals have yet to reach Congress, but it is anticipated that there will need to be major shifts in spending priorities if the legislators choose to support the president's legislative agenda. It is too early to know whether they will go along, but the Republicans increased their majorities in both houses of Congress, although there are fractures

in the ranks over priorities.

During coming weeks and months this annual "dance" will be at full-tempo, and NACo will have a clearer understanding of the impacts anticipated changes may have for counties across America. In the meantime, members of Congress should be made aware of county officials' concerns over funding priorities, possible preemption and the imposition of any unfunded mandates.

## Employees resolve to battle the bulge

■ **RESOLUTIONS** from page 1

Arlington County, Va. began its program seven years ago as a way to help employees stick to their goals.

"One of the reasons we do this program is we like what it stands for," explained Stephanie Mitchell, health promotion manager for the county. "It's about eating right and exercise and supporting one another. All the things you need for successful weight loss."

Although Mitchell said Arlington tried to set up and run its own program, they found that the structure of the Weight Watchers program was much more efficient.

"We've tried on several different occasions and doing several different programs like creating a buddy system program, but we didn't even get one person to sign up for that," Mitchell said. Now, the county consistently has 25 to 30 employees signed up for the program.

In addition to the popularity and stability of the Weight Watchers program, Mitchell said the great thing about the program is that all the county staff has to do is organize it and promote it. Kim Pennekamp in the personnel department in Hamilton County, Ohio concurs that the ease of bringing the Weight Watchers program to the county means any county can do it.

"This is definitely something any county can do," Pennekamp said. "Although there is some work involved on the county end of it, it's much easier than designing your own program. If you can get 15 to 20 interested people and an available room, you can bring this program to your county."

Hamilton started its program about a year ago and although there have been some bumps along the way, the results are undeniable.

"When we finally got the program up and running, the first three consecutive sessions were really fun," Pennekamp said. "Collectively, the first group lost about 700 pounds. That's like actually losing several employees!"

According to Ault, some companies offer the program as an employee benefit. Some will pay for half of the program fees; others will reimburse employees who complete the program. However, most county employees pay for the programs themselves unless they can get a letter from their doctor proving the program is medically necessary, and then they can be reimbursed through their flexible health spending accounts.

"It's very generous for companies to offer the program as a benefit and we would certainly never prevent them from doing so, but we don't necessarily encourage it either," Ault explained. "We feel that if an employee has paid for the program themselves, it kind of puts that obligation on them to attend. It's much easier to blow something off when someone else is paying for it."

The biggest challenge facing counties is where and when to schedule the sessions. Because it is so compact and most employees are located in two buildings, the sessions in Arlington are in the main county building. Hamilton's sessions are in one, centralized location, although Pennekamp said there has been some grumbling about that.

"We've got 6,000 employees in 42 different locations and there was just no way we could get a program at each work site, so we had to centralize it," Pennekamp explained. "However, if an employee at a work site can pull together 15 people at that site and wants to schedule a 12-week session there, I'm more than happy to help them get it set up."

Both Pennekamp and Mitchell agree that there are two keys to success of the program. One is advertising. Pennekamp promotes the program through every possible outlet within the county, even using the 700-pound statistic to get employees motivated. The other key to success is stability.

"You still get the same barriers to participation but for the most part, most of the people that attend the program have had great success," Mitchell said. "The key is having it in the same place, time and day each 12-week session and starting up a new program as soon as the old program is complete."

(For more information about the Weight Watchers At Work program, visit the company's Web site at [www.weightwatchers.com](http://www.weightwatchers.com) and click on Corporate.)

## County News

"The wisdom to know and the courage to defend the public interest"

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# County Reservists play critical role in national security

Liberal or conservative, nearly everyone agrees that providing for the common defense of the Republic is a responsibility of the federal government. On the other hand, many people would be surprised to find

that counties and other local units of government are on the frontlines of the war on terrorism, not only at home but overseas as well.

Nearly half of our nation's soldiers, sailors, airmen and marines

serve in the National Guard or Reserves part-time and work full-time for civilian employers in the public and private sectors. Guardsmen and reservists come from all walks of life, but many work in law enforcement,

public safety, corrections or in other civil service positions.

"As our national guardsmen and reservists are called upon to serve their country, it is vital that they know their employer is behind

them 100 percent," said Bob Hollingsworth, executive director for the National Committee for Employer Support of the Guard and Reserve (ESGR), a Department of Defense agency charged with gaining and maintaining employer support for the members of the Guard and Reserves.

"Federal law protects the civilian employment of national guardsmen and reservists," Hollingsworth added, "but we are looking for employers who will go the extra mile for their employees in the Guard and Reserves. We urge all employers to sign our Statement of Support, which outlines basic steps an employer can take to ensure that it follows the law and provides the support that guardsmen and reservists badly need."

The Los Angeles County Sheriff's Department (LASD) is one county employer that was recently recognized by the Department of Defense for its long history of supporting the Guard and Reserve.

The department has 365 military reservists and 151 have been recalled to active duty. For department employees called to active duty, LASD continues benefits, paid military leave and actively supports the family. LASD is setting the standard for other public safety agencies in supporting the military reservist.

The members are allowed to wear their authorized military decorations and awards on their uniforms. Returning members are partnered with a mentor to refresh, update and enhance their job skills. Preference points are given to qualifying veterans and their spouses on entry exams and certain promotional exams.

"As long as we have military reservists employed by this department, we will take whatever steps are necessary to ensure we have the support systems in place that not only are deserved but required by law," said Los Angeles County Sheriff Leroy Baca, a former U.S. Marine Corps reservist. "I have made this promise to my men and women and encourage every city and county leader to make this same commitment."

(For more information about ESGR Employer Outreach Programs or volunteer opportunities, please visit [www.esgr.com](http://www.esgr.com), or call (800) 336-4590.)

## U.S. Army, Air Force, Navy Reservists, National Guard Mobilizations

As of 12/22/04

| Population Rank | Mobilizations Rank | State                | Total* |
|-----------------|--------------------|----------------------|--------|
| 23              | 15                 | Alabama              | 4,432  |
| 47              | 50                 | Alaska               | 450    |
| 33              | 20                 | Arkansas             | 3,654  |
| 18              | 31                 | Arizona              | 1,949  |
| 1               | 1                  | California           | 10,480 |
| 22              | 45                 | Colorado             | 881    |
| 29              | 46                 | Connecticut          | 821    |
| 50              | 51                 | District of Columbia | 254    |
| 45              | 47                 | Delaware             | 790    |
| 4               | 22                 | Florida              | 3,085  |
| 9               | 17                 | Georgia              | 4,341  |
| 43              | 21                 | Hawaii               | 3,357  |
| 31              | 26                 | Iowa                 | 2,770  |
| 40              | 29                 | Idaho                | 2,171  |
| 5               | 12                 | Illinois             | 4,886  |
| 14              | 7                  | Indiana              | 5,814  |
| 34              | 23                 | Kansas               | 3,062  |
| 26              | 27                 | Kentucky             | 2,765  |
| 24              | 13                 | Louisiana            | 4,876  |
| 41              | 40                 | Maine                | 1,228  |
| 19              | 34                 | Maryland             | 1,832  |
| 13              | 30                 | Massachusetts        | 1,989  |
| 8               | 24                 | Michigan             | 2,981  |
| 21              | 19                 | Minnesota            | 3,870  |
| 17              | 18                 | Missouri             | 4,324  |
| 32              | 10                 | Mississippi          | 5,513  |
| 44              | 38                 | Montana              | 1,475  |

| Population Rank | Mobilizations Rank | State          | Total* |
|-----------------|--------------------|----------------|--------|
| 11              | 8                  | North Carolina | 5,796  |
| 48              | 48                 | North Dakota   | 747    |
| 38              | 35                 | Nebraska       | 1,635  |
| 41              | 36                 | New Hampshire  | 1,530  |
| 10              | 14                 | New Jersey     | 4,443  |
| 36              | 37                 | New Mexico     | 1,481  |
| 35              | 42                 | Nevada         | 1,167  |
| 3               | 4                  | New York       | 7,276  |
| 7               | 3                  | Ohio           | 7,451  |
| 29              | 28                 | Oklahoma       | 2,688  |
| 27              | 33                 | Oregon         | 1,842  |
| 6               | 5                  | Pennsylvania   | 6,411  |
| 44              | 44                 | Rhode Island   | 984    |
| 25              | 11                 | South Carolina | 5,063  |
| 46              | 41                 | South Dakota   | 1,176  |
| 16              | 6                  | Tennessee      | 5,979  |
| 2               | 2                  | Texas          | 10,249 |
| 34              | 39                 | Utah           | 1,360  |
| 49              | 43                 | Vermont        | 1,080  |
| 12              | 16                 | Virginia       | 4,350  |
| 15              | 9                  | Washington     | 5,720  |
| 20              | 25                 | Wisconsin      | 2,834  |
| 38              | 32                 | West Virginia  | 1,895  |
| 51              | 49                 | Wyoming        | 619    |

\*Numbers do not reflect the 10,403 Marine Reservists and 1,020 Coast Guard Reservists, which are not available by state.

## Nationwide Retirement Solutions revamps Web site

Nationwide Retirement Solutions has retooled its plan sponsor and participant Web site, [www.NRSFORU.com](http://www.NRSFORU.com), in response to customer feedback to better serve current and future customers.

After actively seeking feedback from plan sponsors and participants through its annual Client Satisfaction Analysis, Nationwide enhanced its site to:

- provide more educational content through targeted, interactive eWorkshops to help participants better understand how to manage their finances and prepare for retirement
  - provide faster navigation and downloads
  - make the site easier to use through more intuitive navigation
  - provide more streamlined content, and
  - offer added security.
- "One of the realities of offering

a robust Internet site is ensuring the content keeps pace with the needs of our plan sponsors and participants," said Matthew A. Riebel, president of Nationwide Retirement Solutions. "We asked our users for input and they responded with straightforward direction on ways they wanted to see the site evolve. By improving the overall Web site experience, we hope to ultimately see increased contributions, better asset allocation and a lift in plan participation rates. Most importantly, Nationwide plan sponsors and participants will have better educational tools to make more informed decisions that can lead to a more financially secure retirement."

The enhancements to [NRSFORU.com](http://NRSFORU.com) include easier access to financial guidance tools for participants and expanded account capabilities for employers that simplify data gathering and tracking functions. In its continuing effort

to expand its financial education curriculum by engaging up-and-coming savers, Nationwide also added a "Nationwide Kids" tab, accessible through the [NRSFORU.com](http://NRSFORU.com) portal. This section features the company's version of *The Three Little Pigs: A*

*Financial Fairy Tale*, adapted from the familiar fairy tale that teaches school age kids the basics of financial management.

According to *America's Retirement Voice—Yesterday, Today and Tomorrow*, only 30 percent of eligible government employees participate in their employers' 457 savings plans on average, despite the growing importance of personal savings as a vital component of a financial security in retirement. Government employers cite "Improving awareness... to increase participation and deferrals," most frequently in their 457 plan priorities for the next 12 months.



**Nationwide**  
Retirement Solutions

**QUICK FACT:** Goshen County, Wyo. was named after the biblical "Land of Goshen" which had rich, fertile lands and plentiful water. It is also said to have been named for a French trapper named Gosche.



EVERY BUSINESS SHOULD HAVE A PLAN.

"IT DIDN'T EVEN LOOK LIKE AN OFFICE  
WAS EVER THERE. THE TORNADO DESTROYED  
EVERYTHING. OUR COMPUTERS, OUR DESKS.  
EVERYTHING.

BUT WITH OUR DATA BACKED UP, WE  
WERE ABLE TO MAINTAIN OPERATIONS.  
OUR INTERNET SERVICES WERE REROUTED  
OFF-SITE. AND THREE DAYS LATER WE  
WERE OPEN BECAUSE WE HAD A PLAN."

JASON WARREN, Chief Information Officer,  
Aeneas Internet and Telephone, Jackson, TN



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Ad  
Council.org

# In Service to Counties

## Anheuser-Busch Companies, Inc.

Corporate Member



**Location/HQ:** St. Louis, Mo.

**Primary Business:** Brewing

**CEO:** Patrick T. Stokes

**Name of NACo Representative:** Barry Seeskin. Phone: (314) 577-3806. E-mail: [barry.seeskin@anheuser-busch.com](mailto:barry.seeskin@anheuser-busch.com).

**Why we joined NACo:** To offer basic support and open lines of communication concerning policies and programs the company has to combat the abuse of its products. We think public officials at all levels, including local, can benefit from having a clearer idea of ways that we are engaged in combating abuse and ways that we can help, through our wholesaler network.

**What we can do for counties:** Anheuser-Busch and its family of independent wholesalers provide a number of programs to help combat alcohol abuse (especially underage drinking and drunk driving) and to promote responsible consumption by adults. Wholesalers at the local level provide free materials to help parents talk with their children about underage drinking, provide free independent speakers who encourage middle and high school students to make smart, responsible choices, and provide training and materials to retailers on responsible sales and service. They also support designated driver programs.

Counties are encouraged to visit [www.beeresponsible.com](http://www.beeresponsible.com) or contact their local Anheuser-Busch distributors for more information.

# Counties assist in tsunami relief

BY ALLISON MALL  
EDITORIAL ASSISTANT

The Dec. 28, 2004 magnitude 9.0 earthquake, which set off massive tsunamis in the Indian Ocean and devastated Southeast Asia, has prompted counties around the United States to provide services and donate money to various disaster-relief funds and charity organizations.

The United States Agency for International Development (USAID) deployed a regional Disaster Assistance Response Team to the destructed area. Included in this team are six members each from the Urban Search and Rescue Teams of Los Angeles County and Fairfax County, Va.

Fairfax's Lieutenant Dan Schmidt said the members will work with USAID to determine the needs of the people in stricken areas and provide life's basic necessities to the victims. They left on Dec. 31.

In Pennsylvania, the Bradford County Regional Arts Council has set up a day-long event at its three theaters to raise money for tsunami victims. On Jan. 10, the three council-owned theaters — the Sayre, the Keystone and the Rialto — gave citizen donations as well as all of

the ticket proceeds from that day to UNICEF.

Brooks Eldredge Martin, executive director, Bradford County Regional Arts Council, said that although Monday is usually a slow movie-going day, he believed that private donations would overwhelm the ticket sales. "People are very enthusiastic about donating and I expect to see a lot of people come by," he said.

The total donation amount came to \$20,000, but officials were still counting at press time and expected even more private donations.

Bradford's generous response to the disaster prompted nearby Wyoming and Wallsboro counties to do the same with their Detrick and Arcadia theaters.

Sayre Theatre Manager Marjorie Ross, who has conducted relief drives for the Red Cross and breast cancer awareness in the past, was the driving force behind the tsunami fundraiser. Through her connections in the county, Ross convinced dozens of people to volunteer, from standing outside the theater and flagging down cars and asking drivers to come in and donate, to getting other local organizations involved in the effort.

Martin pointed to the Boy Scouts, the local Salvation Army, Robert Packer Hospital of the Guthrie Health System and area home-schooled students as some groups which are donating their time and efforts to the cause. "Politics has gone out the window at this point. The entire globe is saying, we have to do something," he said.

To learn more about the Bradford County Regional Arts Council, go to [www.bcrac.org](http://www.bcrac.org).

Oakland County, Mich. is also doing what it can to help the tsunami victims. County Executive L. Brooks Patterson announced that \$10,000 is being donated to Save the Children from the county employees' Casual Day Fund and he has challenged Oakland County's corporate community to match the donation made by the employees.

Employees contribute to the Casual Day Fund for the opportunity to wear leisure attire to work, and the funds from it often go to charity organizations, such as when \$6,600 from it was donated to troops serving in Iraq through Operation U.S.O. Care Package.

Patterson thanked the county employees for "once again stepping up to help those in need."

# Filmmakers bring counties economic opportunity

## ■ MOVIES from page 3

Benita Brazier, the county's film commissioner, markets the jurisdiction to the film community both nationally and internationally. She travels to trade shows to interest producers and directors in using the county.

The Maui County Film Office is part of the county's economic development office and works with other government agencies to help facilitate the production process. The office serves as a one-stop shop by assisting with permits and coordinating with the police and fire departments.

"We are film-friendly," Brazier said. "There's not a lot of red-tape involved in working here. Our permits are free and after work you have the beautiful island of Maui to relax and reinvigorate yourself for the next day of shooting."

Similarly, Slator provides scouting services and a production guide that contains a comprehensive list of services available in the county, such as equipment resources and crewmembers.

"There's a real value to having a local office that has good

relationships with the local branches of the federal government so you don't have to go to Washington to deal with the Bureau of Land Management," Slator said.

According to Brazier, Maui's office was created about 10 years ago to enrich the county's economy.

"Our mission is to help diversify the economy here by diversifying our workforce. Because we're such a strong tourist and construction-based jurisdiction, it's important that we have people in the county employed in more than one field," Brazier said.

Sonoma County, Calif. has served the film industry for more than 50 years, starting with *Frenchman's Creek* in the early 1940s to 2003's Steve Martin comedy *Cheaper By the Dozen*. The county's landscape — from its winding roads and vineyards to the seacoast — lends itself to a variety of shots, making it a desirable place to shoot.

While the county welcomes films, Joe Horak, assistant director of the county's economic development board, claims that the county makes more revenue in commercials and photo shoots for print ads.

"Our bread and butter is in commercials. It's a smaller production and a smaller amount of time," Horak said. "When a feature film comes in there is a larger impact. Commercials have a smaller impact but there are more of them."

In addition to supporting big studio endeavors, Sonoma County is cultivating its own film community. The county is home to screenwriting contests and plans to have a film summit later in the year to develop a homegrown film industry.

"We want to support the industry from the inside out as well," Horak said. "This portion of the economic sector is important to Sonoma County and we continue to support it with customer service. We continue to develop the entrepreneurs within the county to make it part of our overall economic picture."

(To learn more about the Taos County Film Commission, visit [www.filmtaos.com](http://www.filmtaos.com). To learn more about the Maui County Film Office, visit [www.filmmaui.com](http://www.filmmaui.com). To learn more about the Sonoma County Film Office, visit [www.sonoma-county.org/film](http://www.sonoma-county.org/film).)

## Word Search

## Georgia Counties

N Q W I G S Y G F F A Z N M R Y E J Y B N N  
S C R E V E N K A S A Y M Y U N D Y P R I P  
Y Q P W B L N N E A T P E A T M E G R K Z A  
W L W U J S N Y R H O R P J A T U T P U J G  
T C Z D F I T M S R C P Y S C C Q M T T I G  
M S J W N L I E C B L O B M E D U U R S C R  
E N E I R R E B R I V J L G D L N W O D J A  
Y O T K I W O A N Q S Z B L V L C B U V R Z  
R E P S A J T G B K Y S Z N U V D Z P A C L  
Z S L R M X T R H A T J J E L B Y I L Q G U  
U O B D F F O K W T H K Y Y Y W I R C P W B  
E A B M V J B H U P L X C I D J F V J R I Q  
Q Y I L O V L B Z J V X F T C U P Q R W N H  
H V W C E O A G R N A G I U X J X J U P N S  
T T Y O N C T P E A C H N E R A W A Z K E Y  
X J H W R M K Z I Z N I K J A F G L F N T Y  
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APPLING  
BERRIEN  
BLECKLEY  
BULLOCH  
BUTTS  
COWETA  
DECATUR

FANNIN  
GWINNETT  
JASPER  
LUMPKIN  
PEACH  
SCREVEN  
TALBOT

TOOMBS  
TROUP  
UNION  
WARE  
WEBSTER  
WORTH

Created by Allison Mall

# Gwen Ifill, Nancy Pelosi headline 2005 Legislative Conference



House Minority Leader **Nancy Pelosi** (D-Calif.) and public television news anchor and moderator **Gwen Ifill** will address delegates at NACo's 2005 Legislative Conference.

Pelosi, who represents San Francisco in the 8th Congressional District, became the top House Democrat in 2002.

Pelosi is the first woman in American history to lead a major party in the U.S. Congress. Before being elected leader, she served as House Democratic Whip for one year.

Pelosi has been a leader in increasing educational opportunity, protecting workers and promoting health care — specifically by emphasizing women's health issues and creating a nationwide health-tracking network to examine the links between environmental pollutants and chronic disease. She has been a strong proponent of increased investments in health research and has secured funding to double the budget for the National Institutes of Health.

One of Pelosi's first legislative victories was the creation of the

Housing Opportunities for People with AIDS program. She has also worked to accelerate development of an HIV vaccine, expand access to Medicaid for people living with HIV and increase funding for the Ryan White CARE Act, the Minority HIV/AIDS Initiative and other programs vital to people living with or at risk for HIV/AIDS.

Pelosi also successfully increased access to health insurance for people with disabilities by ensuring continuation of their health care coverage. She was instrumental in passing legislation to assist nonprofit organizations in the creation of affordable housing.

**Gwen Ifill**, an accomplished political reporter with experience in both print and broadcast news, holds two of the most highly respected posts in her field. She is moderator and managing editor of *Washington Week*, the longest-running public affairs program on public television, and senior correspondent for *The NewsHour* with Jim Lehrer.

For *Washington Week*, Ifill oversees a public television tradition launched in 1967 — a report on the key news events of the previous week. As managing editor she selects which stories to examine,



**Gwen Ifill**  
PBS Moderator



**U.S. Rep. Nancy Pelosi**  
House Minority Leader

chooses each week's panel of leading Washington D.C.-based news correspondents and moderates the lively on-air Q&A.

*Washington Week* is distinguished by being the first political news show to air each week, beating out all network shows in its genre. Ifill is also frequently asked to moderate debates in national elections, most recently the vice presidential debate during the 2004 election.

Ifill worked for many years as a print journalist before she became a fixture on broadcast news. She was a reporter at such well-known

newspapers as *The New York Times*, where she covered the White House and politics, *The Washington Post*, where her focus was national and local affairs, *The Baltimore Evening Sun* and *The Boston Herald American*.

Gwen Ifill grew up in New York City. She is a graduate of Simmons College in Boston and has also received eight honorary degrees. She serves on the board of the Harvard Institute of Politics and the University of Maryland's Philip Merrill College of Journalism. Ifill resides in Washington D.C.

**2005**  
**NACo Annual**  
**Conference**  
**& Exposition**

Visit [www.naco.org/2005annual](http://www.naco.org/2005annual)  
for more information.

## U.S. Communities Web site gets facelift

U.S. Communities, a non-profit government purchasing alliance, launched its new Web site ([www.uscommunities.org](http://www.uscommunities.org)), designed to make it easier for public agencies to navigate through the processes of using U.S. Communities contracts and accessing state statutes that allow them to utilize the contracts.

"We designed the new Web site from a public agency perspective, to clearly answer the questions we receive most often from public procurement professionals," said Richard Watson, chief administrative officer, U.S. Communities.

The new homepage displays a large circle and around the circle is a list of benefits of using the program and a tag line in the middle that states "Unparalleled Value in Public Procurement."

Another new feature is a nationwide access button, which allows public agencies to search for all other public agencies using the U.S. Communities program. This helps public agencies understand the depth and breadth of the program as well as allowing them to develop a list of participants using the program.

The U.S. Communities Advisory



Board concluded its Web site should focus on what makes the program strong, unique and comprehensive. This "value proposition" is the major focus on the new Web site, and consists of six values:

- great pricing
- quality products and services
- competitively solicited contracts
- no participation costs
- nationwide access, and
- time and resource savings from

using U.S. Communities contracts.

"The new Web site is great," said Joe Sandoval, manager of contracts and purchasing in Los Angeles County. "It's more functional and easier to navigate."

*U.S. Communities is a nonprofit instrumentality of government that assists public agencies in reducing the cost of purchased goods through pooling the purchasing power of public agencies nationwide.*



## AFFILIATE SPOTLIGHT

# The Role of Affiliates at NACo

By KELLY ZONDERWYK  
AFFILIATE SERVICES COORDINATOR

Collaboration among county officials and their staff is very important in county governance, and NACo's affiliates help make collaboration happen. NACo currently has 24 affiliates representing various functions of county government. These affiliates represent both elected and non-elected officials, and vary in size, scope and mission.

The partnerships between NACo and its affiliates have reciprocal benefits. The affiliates provide a knowledge base to NACo as it works on priority issues and educates county officials on various topics. In return, affiliates are provided with services

from NACo staff to help their organizations run effectively.

A full-time NACo staff position is dedicated to overseeing the flow of communication between affiliates and NACo staff members. Many affiliates choose to hold their own conferences and meetings in conjunction with NACo and provide content advice and speakers for many of the educational workshops NACo offers to members at its conferences.

To be recognized as an affiliate of NACo, each affiliate must complete an application for approval by the Board of Directors. Once recognized, the affiliate then enters into a memorandum of understanding with NACo that outlines the

roles and responsibilities of each organization.

Each affiliate is entitled to nominate a member of NACo's Board of Directors. Four times a year, the affiliates have the opportunity to come together at NACo conferences and evaluate their affiliation needs and status at NACo Affiliate Council meetings.

Affiliate Spotlight is a new section in *County News* that will feature one NACo affiliate each issue. Learn about the important work these organizations do and the expertise they offer.

(More information on NACo affiliates can be found on the NACo Web site or by calling or e-mailing Kelly Zonderwyk at (202) 942-4224 or [kzonderwyk@naco.org](mailto:kzonderwyk@naco.org).)

## NACo ON THE MOVE

### NACo STAFF

• **Dalen Harris**, associate legislative director, visited Miami-Dade County Dec. 15–17, 2004. The county hosted a site visit of the airport, emergency operations center, juvenile facility and performing arts center. Harris also had the opportunity to talk with numerous county employees about NACo and the Large Urban County Caucus.



Dalen Harris

### UPCOMING

• **Jacqueline Byers**, director of research, will conduct a Counties 101 presentation at the Iowa State Association of Counties New County Officers' School Jan. 19 in Polk County (Des Moines), Iowa.

• **Andrew Goldschmidt**, membership and marketing director, will speak on "How NACo can help counties" at the Kansas Association of Counties' "Introduction to the Commissioner's Job" newly elected officials training in Sedgewick County (Wichita), Kan. Jan. 27–28.

(On the Move is compiled by Allison Mall, editorial assistant.)

## NACo Affiliate Organizations

- International Association of Emergency Managers (IAEM)
- National Animal Control Association (NACA)
- National Association for County Community & Economic Developers (NACCED)
- National Association of County Administrators (NACA)
- National Association of County Aging Programs (NACAP)
- National Association of County and City Health Officials (NACCHO)
- National Association of County Behavioral Health Directors (NACBHD)
- National Association of County Civil Attorneys (NACCA)
- National Association of County Engineers (NACE)
- National Association of County Health Facility Administrators (NACHFA)
- National Association of County Human Resources Administrators (NACHRA)
- National Association of County Human Services Administrators (NACHSA)
- National Association of County Information Officers (NACIO)
- National Association of County Information Technology Administrators (NACITA)
- National Association of County Intergovernmental Relations Officials (NACIRO)
- National Association of County Park and Recreation Officials (NACPRO)
- National Association of County Planners (NACP)
- National Association of County Recorders, Election Officials, and Clerks (NACRC)
- National Association of County Surveyors (NACS)
- National Association of County Treasurers and Finance Officers (NACTFO)
- National Association of Local Boards of Health (NALBOH)
- National Association of Volunteer Programs in Local Governments (NAVPLG)
- National Council of County Association Executives (NCCAE)
- National Workforce Association (NWA)

## FINANCIAL SERVICES NEWS

### YOUR FINANCIAL HEALTH

# Balance Your Investment Diet Today!

(Ed. Note: This is the second of a series of articles focusing on personal financial issues)

Asset allocation is an investment planning strategy that helps you develop a balanced investment portfolio. In the same way a healthy diet is built by balancing the basic food groups, a healthy investment portfolio includes a combination of three basic investment types: growth, income and cash.

The "proper" balance is different for every investor, and the process used to find that balance is called asset allocation. In both your diet and your investment portfolio, too much of a "good" thing can lead to imbalance and undesired results. In both cases, finding the best balance for your personal situation is most likely to lead to the results you seek.

### Why asset allocation is important to the individual investor

Different types of investments involve different potential rewards and different degrees of volatility or risk. These investments tend to react differently to changing economic news and financial conditions. If you have only one type of investment in your portfolio, a single economic change can affect your entire portfolio at once — and

in the same way. This may not be a good thing if the news is bad for that particular type of investment.

No single investment can provide high levels of return at all times. But a balanced portfolio, made up of several different investment types, can help mitigate the roller coaster values we may see in our monthly financial statements. This is why experts agree that how you allocate — or balance — your investment dollars can significantly influence your long-term return.

### Diversification vs. asset allocation

Many investors think that by simply investing in multiple mutual funds, they have effectively diversified their portfolio. However, unless the mutual funds were carefully selected and structured to combine investments that have the potential to perform well in different market conditions, true diversification may not have been achieved.

Effective diversification is often attained through the process of asset allocation — by strategically investing your money among different asset classes and styles. Depending on your risk tolerance, investment time horizon and long-term goals, the appropriate mix of investments can work toward positively influencing your long-term return.

### The potential benefits of asset allocation

Different investments provide different levels of return, depending on economic and financial climates. An investment type that performs well for a period of time may begin to perform poorly in response to a change in interest rates, world events or economic policy. Yet another investment type may respond favorably to precisely the same news.

For example, news that causes bond prices to decline may spur equity or stock investment growth. By strategically allocating your assets in a way that balances their reaction to economic influences, you increase the likelihood of consistent long-term performance.

Please note that asset allocation does not assure a profit or guarantee against a loss in a declining market. Investors should always consider their investment objectives, risks and investment fees carefully before investing. So take a moment to look at how you currently invest and see how your investment diet is doing today.

(Special thanks to Waddell & Reed for help with this article. For more information on your financial health, contact Steve Gross at [sgross@naco.org](mailto:sgross@naco.org).)

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WITH NO WATER.”**

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## FOCUS ON ACHIEVEMENT

# A Brave New World for Immigrant Women

By M. MINDY MORETTI  
SENIOR STAFF WRITER

With one of the fastest growing immigrant populations in the country, Montgomery County, Md. faces a set of challenges to ensure that the needs of all new citizens, particularly women, are met.

In addition to language barriers and issues of isolation, immigrant woman often face vastly different problems than their male counterparts. According to Judith Vaughan-Prather, executive director of the Montgomery County Commission for Women, immigrant woman often struggle much more to get to the United States.

"What a lot of people don't understand is what many of these women have been through to get here," Vaughan-Prather said. "They have been through unbelievable ordeals just to get here and they see themselves as survivors. The silence or inability to communicate may not just be from a language barrier."

In 2002, the Commission for Women formed a committee of its members and staff to explore the issues facing immigrant women

and how the county and other service providers may be able to help. The IWin (Immigrant Women in Montgomery County) committee met with service providers and advocacy organizations in the county to determine the special needs, gaps in services, resources and information in this field.

What the committee discovered was that many service providers wanted to assist the new immigrants, but were having difficulty reaching out to them. IWin determined that the most immediate issue it needed to address was how to help supporting organizations reach out to not only the immigrant population, but each other as well.

To do that, the IWin committee came up with a series of seminars entitled *A Brave New World: Opportunities and Challenges for Immigrant Women in Montgomery County*.

The four seminars were conducted over several months in 2003 and attended by almost 200 representatives from local, state and federal government agencies, nonprofits, service providers, educators, heads of local women's organizations and

other community leaders. Seminar topics included education, health, safety, domestic violence, employment and economic issues for immigrant women.

"People absolutely loved these seminars," Vaughan-Prather said. "And one of the biggest benefits about the seminars that people kept telling us was that they never realized that another service out there existed. In addition to being educational, it was an incredibly useful networking experience for the service providers. Even we feel like we have a much better network now."

Each year, Montgomery County has a Diversity Day celebration. In 2004, the day was expanded to a week, and the Commission for Women was asked to do a program. Vaughan-Prather said the commission chose to focus on immigrant women and once again the response was overwhelming.

"We had wonderful speakers there and a great turnout," Vaughan-Prather said. "We packed the room and this time it was county employees and they were very grateful that we had done the program."

For 2005, the Commission for Women has a new program called IWork (Immigrant Women Obtaining Resources and Knowledge). Although still in the early stages, part of the focus this year will be updating and translating into Spanish, Korean, Chinese and Vietnamese two county brochures on working rights for pregnant women and sexual harassment.

Because the Commission on Women has one of the smallest budgets and smallest staffs in the county, Vaughan-Prather said creating the IWin committee and providing the seminars was something any county should be able to do.

"I think compared to some of the

other things that we may have tried to undertake, this worked out very well," Vaughan-Prather said. "For us to have tried to establish some big new service, it would have been very difficult. Instead, by working with the services that already exist, we were able to give them the tools, in terms of knowledge and skills, that are needed to address the issues facing immigrant women."

(For more information about the Montgomery County Commission for Women and the IWin Committee, contact Judith Vaughan-Prather, executive director, at (240) 777-8330 or [judith.vaughan-prather@montgomerycountymd.gov](mailto:judith.vaughan-prather@montgomerycountymd.gov).)

## web watch

### County Official Makes List of IT Leaders

Computerworld has announced its Premier 100 IT Leaders 2005 list. The list includes Masood Noorbakhsh, the chief information officer of Prince William County, Va. The list also includes global architects, employee boosters and deal negotiators. To view the list, visit [www.computerworld.com/managementtopics/management/story/0,,98528,00.html](http://www.computerworld.com/managementtopics/management/story/0,,98528,00.html).

### Department of Homeland Security Issues Paper

The U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) and the National Incident Management System (NIMS) Integration Center have issued a paper on NIMS and the Incident Command System. The paper, entitled "NIMS and the Incident Management System," reviews the development of the various versions of the Incident Command System and discusses the characteristics of the NIMS ICS as the standardized incident organizational structure for the management of all domestic incidents. The paper may be downloaded from the NIMS Web page at [www.fema.gov/nims](http://www.fema.gov/nims).

### Web Site Lists Dead Politicians

Have a favorite politician? Have a favorite dead politician? The Political Graveyard ([www.politicalgraveyard.com](http://www.politicalgraveyard.com)) Web site is a database of the burial spots of thousands of politicians so you can visit your dearly departed legislator. Sorted by name, office, year born or died and location, the site also includes biographical information.

(Dan Miller, staff writer, compiles Web Watch. If you have an item you would like featured, please e-mail him at [dmiller@naco.org](mailto:dmiller@naco.org).)

## RESEARCH NEWS

# Saving Teen Drivers

Freedom! That is the first thought that goes through the mind of most teenagers when they turn 16. First they get a driver's license, then a car, or Mom's car, Dad's car or Grandma's car — somebody's car — then they are free of parental supervision. Free to drive, free to see friends, free to do what they want, free to go where they want — free! Many fail to recognize that they are also free to die.

In the last four months, 22 people under the age of 21 have died in tragic and preventable traffic accidents on Washington, D.C.-area county roads. During 2004, 45 young people died in preventable accidents in the area. These counties, like many in states across the nation, are looking for ways to put a stop to teenage fatalities.

The Insurance Institute for Highway Safety (IIHA) notes the differences between regular accidents and those involving teens. Young people not only have higher accident rates than other age groups, but they have different kinds of accidents. Teens are more likely to be at fault in their accidents,

and the accidents are also more likely to involve excessive speed and are more likely to be single-vehicle accidents that include fatalities. Teenagers do more of their driving at night and in older cars.

The latest statistics from IIHS show that 53 percent of teenage driver accidents that involve a fatality occur at night, usually on the weekends. The National Highway Traffic Safety Administration statistics show that in 2003, teens between 16 and 20 years of age were involved in 1.7 million auto accidents that injured nearly 400,000 teens and killed 5,000. Although drivers in this age group make up only 7 percent of the drivers, they account for 14 percent of drivers involved in fatal accidents.

For 16-year-old drivers the additional problems of inexperience behind the wheel and immaturity add up to the following:

- the highest percentage of crashes involving speeding
- the highest percentage of single vehicle crashes

- the highest percentage of crashes with driver error, and
- the highest vehicle occupancy.

In addition to all of the other factors, IIHS reports that alcohol is often a major factor in accidents involving teenage drivers. Even though teens that have accidents have a lower blood alcohol count than adults who have accidents, their inexperience with driving and drinking increases their risks.

In 2002, 27 percent of all fatally injured male drivers between 16 and 19 years old, and 11 percent of all females had blood alcohol levels above .08.

Teenagers also die as passengers in cars driven by other teens. In 2002, 61 percent of teen-aged passenger deaths were in accidents in which a teenager was driving. Sixteen-year-old drivers have the highest rates of passenger deaths per driver and miles driven than any other age group.

■ See RESEARCH on page 13





## CALIFORNIA

A new state law that would allow pharmacies to dispense syringes without a prescription has poised **SAN MATEO COUNTY** to be one of the first places in California that sells needles over the counter.

The county will sell clean needles to intravenous drug users to prevent the spread of HIV, hepatitis and other diseases.

"The county has a long history of being tolerant of needle exchange," County Manager John Maltbie told the *San Mateo County Times*. "Based on that history, I expect they'll give very sympathetic consideration to the program."

A task force of health, social services and law enforcement officials are studying the issue and are due to make a recommendation to supervisors in the spring. The supervisors spoke in favor of needle exchange at a recent meeting.

The AIDS Prevention ACTION Network distributes 300,000 clean needles every year, according to founder Joey Tranchina.

## FLORIDA

• The **BROWARD COUNTY** Homeless Initiative Partnership (HIP) received a grant from the state of Florida to help rehabilitate existing housing to create 11 permanent housing units in Fort Lauderdale for homeless individuals with HIV or AIDS.

The \$105,941 grant, a Homeless Assistance Housing Grant, is designed to help local agencies build new housing or renovate or expand existing housing for the homeless.

The award was the second grant awarded to HIP from the state of Florida in December. The organization also received a \$137,500 Challenge Grant to be used to provide services in priority areas such as homeless prevention and move-in costs for housing.

## INDIANA

• The Indiana Supreme Court issued a ruling upholding a \$53 million property tax settlement between **LAKE COUNTY**, U.S. Steel and the state of Indiana.

The largest property tax case in Indiana history, U.S. Steel must pay \$44 million in back taxes to the county and invest \$150 million in its Gary Works steel mill over the next four years. In addition, the decision entitles the county to \$8.9



## FLORIDA

• Needy kids in **PINELLAS COUNTY** had a brighter holiday this year due to the generosity of some county employees.

The staff of the county's human services department transferred dozens of shiny new bicycles from the county courthouse lobby to their north and south county offices to be delivered to needy children throughout the county.

Employees from numerous county departments contributed to a bicycle fund, which paid for the bikes.

To complete the gift, Morton Plant Mease Health Care donated a helmet for each bicycle.

million from Indiana's property tax replacement fund.

The settlement was the result of U.S. Steel's challenge to its 2000-2002 tax assessments and withholding of payments on machinery and equipment at its plant located in the county. The steelmaker relied on the concept of "abnormal obsolescence" in arguing that factors such as the downturn in the international steel market and lower steel prices reduced the value of the equipment.

• A decades-long cycle has come to an end in **NOBLE COUNTY**.

For the past 33 years, Republican Diann Bortner and Democrat Bonnie Summe traded government jobs every eight years to comply with a state law on term limits. Summe's recent retirement ends the informal arrangement, according to *The Indianapolis Star*.

The women took turns filling terms as treasurer and clerk, positions that have eight-year limits on continuous tenure. Each woman did face opponents on the ballot occasionally.

As the new year began, Bortner switched to the treasurer's post while Republican Candy Myers defeated Summe's daughter, Jacqueline Summe-Knafel, for clerk.

## IOWA

Iowa's 99 county treasurers, in conjunction with the Iowa Department of Transportation, will launch Iowa's new Windows-based motor vehicle titling and registration system.

The new software replaces antiquated programs that have been in place since 1984. According to the *Daily Iowegian*, the new system's functions, features, refinement and enhancements all resulted from collaborative planning, development and usability testing.

**APPANOOSE COUNTY** Treasurer Mary Kay Williams asked patience from county residents as the new system goes online. The county expects troubleshooting to continue throughout January and possibly into February.

"While there may be some short

delays at first, eventually the new system will improve our ability to give more prompt and efficient service to the citizens of Iowa and Appanoose County," Williams said.

## MAINE

**YORK COUNTY** has agreed to pay \$3.3 million to settle a class-action lawsuit that challenged strip searches at the county jail. The county also agreed to maintain a policy that allows inmates more privacy when changing into uniforms.

The lawsuit claimed that the York County Sheriff's Department violated the law by requiring all persons brought to the jail to strip and shower in front of an officer, no matter what charge was brought against them.

Howard Friedman, a lawyer representing the plaintiffs, told the Associated Press that the settlement "sends an important message that the government must respect the civil rights of all citizens, even those who are in jail."

A federal judge has not approved the agreement yet.

## MISSOURI

Photographer Dennis Wieser traveled more than 10,000 miles and took more than 5,000 photos to compile a series of images depicting Missouri's historical county courthouses.

The 114 photographs illustrate the architectural beauty and history behind the buildings.

"If nothing else, the amazing diversity of our courthouse architecture makes a strong statement about Missouri's vitality and character during its development as a state following the Louisiana Purchase," Weiser told the Missouri Association of Counties (MAC).

The courthouses include a variety of styles, such as neoclassical structures built in the late nineteenth and early twentieth centuries. Later, architects chose designs with cleaner lines to give the buildings a more business-like feel.

MAC displayed the exhibit at its annual conference held last November. After the display, MAC gave the framed and matted prints to the respective counties.

## NEW MEXICO

Just when things were starting to warm up between the city and county of **SANTA FE**, the city dropped a bombshell — or perhaps a water balloon — on the county.

According to the *Albuquerque Journal Tribune*, the city's recent announcement to take a "unilateral

approach" on a \$127 million water proposal could strain the previously cantankerous relationship between the city and county just when it seemed to be easing a bit.

The city announced a deal to buy billions of gallons of brackish water from the Estancia Valley. The massive project, which will require treating the water through reverse osmosis, would pump about 5.6 million gallons per day through a 65-mile long pipeline.

Commissioner Paul Campos called the city's "Lone Ranger approach" an attempt to control the area's water. The deal would increase Santa Fe's total water rights by about 33 percent.

The proposal came as a shock, commissioners told the paper, especially since the county city appeared to have finally begun cooperating on regional water planning.

"I just think it wasn't appropriate for the city to A, be conducting secret water discussions and B, make a big PR splash about it when we're supposed to be going to the Legislature together to get money for [another project]," Commissioner Jack Sullivan told the paper.

## NEW YORK

One New York county is considering using one hot-button issue — public lands — to help solve another hot button issue — affordable housing.

**ORANGE COUNTY** Executive Edward Diana is considering tapping county-owned land to build a middle-income housing project.

Although the concept is still in its earliest stages, Diana told the *Times Herald-Record* that he would like to partner with a private developer to build town houses, condominiums or single-family homes. The project would focus on home-ownership. First though, the county must survey about 9,000 acres of real estate and see what, if any of it, could accommodate such a project.

"It's getting very difficult for people to work here, raise their families here and at the same time own a home here," Diana told the paper. "I don't think that government can solve the problem. I think we have the ability to make it better."

The 9,000 acres the county owns includes thousands of acres of planned reservoirs lands that Diana has pledged to preserve as well as property already developed for county facilities. It's unclear how much would be available for the housing project.

■ See NEWS FROM on page 14

## THE H.R. DOCTOR IS IN

## God Save the "King"

On Jan. 15, Dr. Martin Luther King, Jr., would have been 73 years old. He would have lived through decades of amazing technological changes, and continuing progress in America's search to close gaps and narrow inequalities between races, genders, persons of different sexual orientations and persons of different language and national origins.

through non-violence. The HR Doctor, however, will focus in this article on another lesson from Dr. King that all of us as managers and administrators, not to mention as parents, community members and friends, need to learn and practice every day: that is the importance of creating a vision and enlisting others to share in that vision to help make it a reality.

happen. Dr. King was able to speak with amazing eloquence at what he saw in his own mind when he went to a metaphorical mountaintop and look at the "promised land."

That land could be a county or a country in which all children had

which no one dropped out of school or in which the unemployment rate was statistically insignificant.

The only hope for visions to become real is to create a vision of the future that is so compelling and so articulately presented that persons throughout the society agree to put aside lesser divisions to focus on the higher loyalty which can be developed toward the common outcome. We have done this historically in times of war, and we have done this historically in times of other national opportunities, such as the mass polio vaccination program of the 1950s. We do it every day in a sense in commercial America when we create cultural icons or heroes or products which sell in the millions. If only we could do this in a "micro" way in terms of the way we live and practice public administration day-to-day.

The HR Doctor recently received a gift of the book by Neenah Ellis entitled, *If I Live to be 100...*, which explores what common characteristics long-lived individuals share. Based on the interviews in the book, the

overriding common theme is not diet, occupation, genetics or fish oil. The common characteristic is optimism.

This is also the enduring legacy of Dr. King. In his case, the optimism was focused on closing racial and economic divides. However, his legacy can also be profoundly positive for us as individuals. It can mean a commitment to career development and personal growth on the job, or it can mean looking at a vacant lot filled with litter and imagining a new senior citizen's health and recreation facility. It can mean a personal commitment to stop smoking, begin exercising or finish that college degree.

There is no end to the number of positive visions which can turn into reality if we learn to move with commitment and optimism to make the changes happen.

Here are a few of the HR Doctor's favorites:

- Make a commitment as a manager or executive in government to be a mentor to subordinates at work and children in the community. Be a Big Brother or Big Sister or a high school mentor. Be a teacher and a champion of the career development and success of others.

- Find a teacher as well as being one. Commit to learn new skills. Learn to speak Spanish. Learn to take up hiking, photography, or one of the HR Doctor's favorites, music. Review the recent HR Doctor article "Learn as though you were going to live forever" to be reminded of the importance of this concept.

- Commit to personal health improvement by getting a check-up and following through on actions to reduce health risks by regular exercise, weight loss, smoking cessation and other steps already mentioned. Do these things and do them soon. While you're at it, take someone with you such as a colleague at work or a member of the family. It is easier to succeed in a plan if you have support from an understanding friend.

- Make a major difference in the community. Be the catalyst to turn that vacant lot into a senior health center. Be a United Way champion. Be a "go to" person for charities so your own reputation is enhanced and your own leadership skills are developed.

What better way to improve these personal elements in your life than by also helping other people on the way. There are no shortages of charities in

We spend too much time counting paper clips and not enough time looking at the long-range vision of what our city, county or community could be like.

He would have seen tens of millions of immigrants continuing to come to America to realize their own versions of the American dream. It's hard to even imagine how much more progress would have been made in creating a great and equitable society if he had been able to continue as a passionate advocate.

Conventional wisdom recounts that his great contribution to the world was in the advancement of civil rights

The greatest weakness in public service, in this writer's opinion, is the narrowness of our vision. We spend too much time counting paper clips and not enough time looking at the long-range vision of what our city, county or community could be like. We focus on the memo of the day and not on the momentous changes which could happen in our world if we only created the opening in thought and action to make these changes



PHIL ROSENBERG  
THE HR DOCTOR

health care coverage. It could be a place in which senior citizens are not prevented from enjoying their final years in dignity because of the cost of prescription drugs, or the lack of health insurance or the scourge of loneliness. It could be a society in

## Driver education programs do little to reduce teen crashes

## ■ RESEARCH from page 11

States and counties are working to provide solutions to this problem. In Montgomery County, Md., the site of 10 teenage deaths due to accidents in recent months, a town hall meeting was called at a local high school. This meeting, convened by AAA, the school PTSA, DaimlerChrysler, Mothers Against Drunk Driving, the National Transportation Safety Board and the National Safety Council, was designed to make people aware of the risks of teen drivers and educate both teens and their parents about these risks.

The Road Ready Teens Web page ([www.roadreadyteens.org](http://www.roadreadyteens.org)) was created by DaimlerChrysler and the other town hall sponsors and is available in both English and Spanish. It provides interactive information for teens about safe driving and safe driving practices.

Many states have joined the search for a solution to teen accidents by changing to the Graduated Drivers License (GDL) program. The first GDL program was introduced in New Zealand in 1987 and Florida, which adopted its GDL program in 1996, was the first state to adopt it in the United States. Since that time, all 50 states have adopted some GDL

provisions. These programs are designed to slowly introduce teen drivers to challenging situations they may encounter and limit their exposure to these risks until they have gained valuable driving experience.

Some of the GDL program components adopted include:

- increasing the amount of time in the learner stage (6 months is most frequent, both some have as long as 12 months)

Rules and laws are being changed to make teen driving safer but many teens laugh at these rules and don't respect them.

- creating an intermediate-stage driver's permit, prior to granting full driving privileges

- raising the minimum age for receiving an intermediate driver's license with nighttime and passenger restrictions (only Arkansas, North Dakota, South Dakota, Idaho, Nevada, Mississippi, New Mexico, South Carolina and Oklahoma allow any kind of driving privileges for teens under 16 years old)

- nighttime driving restrictions that include no driving by teens between specific nighttime hours

- passenger restrictions that include: no passengers under a certain age; limits the number of passengers with a teenage driver; or no passengers unrelated to the driver for a specific time period

- requiring a clean record free of alcohol, drug, seat belt or moving violations for the intermediate period, or specified portion thereof, in order to receive an unrestricted license

- requiring a mandatory suspension of permit for a specific time period for violations prior to age 18, and
- participation in a driver's education program prior to the issuance of an intermediate license, generally during the learner's stage.

Unfortunately, recent evaluations of driver education programs in U.S. high schools show that they do little to reduce crashes. Some researchers believe that offering these courses encourages many more younger teens to get drivers licenses than would be the case without the courses.

Studies have shown that these programs can teach driving skills, but fail to affect attitudes such as rebelliousness, risk-taking, independence and defiance of authority all of which influence how driving skills are used. The state of Connecticut, following this concept, eliminated driver's education classes in the high schools and reduced the numbers of teens that got licenses.

Rules and laws are being changed to make teen driving safer but many teens laugh at these rules and don't respect them. All of the leading private, county, state and federal agencies that are working in this area strongly emphasize the importance of the role of parents and police in educating teenage drivers and drawing the lines at home and on the road.

(For additional information about programs on teenage safe driving go to: [www.madd.org](http://www.madd.org), [www.aacap.org/publications/factsfam/76.htm](http://www.aacap.org/publications/factsfam/76.htm), [www.tell-my-mom.com](http://www.tell-my-mom.com), [www.nhtsa.dot.gov/people/injury/newdriver/SaveTeens/sect1.html](http://www.nhtsa.dot.gov/people/injury/newdriver/SaveTeens/sect1.html) or [www.aap.org/advocacy/teendriving.htm](http://www.aap.org/advocacy/teendriving.htm))

(Research News was written by Jackie Byers, director of research)

■ See H.R. DOCTOR on page 14

## Waukesha County, Wis. commissioner dies

### ■ NEWS FROM *from page 12*

The median price of a single-family home in Orange County has nearly doubled over the past five years, which threatens to price out the communities some workers such as teachers, firefighters, cops and nurses depend on.

### PENNSYLVANIA

The Victorian **train station** in the town of Jim Thorpe in **CARBON COUNTY** is going to get a much-needed facelift with the help of the county.

The station attracts nearly 100,000 visitors per year, but County Administrator Randal Smith hopes sprucing up the station and the visitor's center with a \$500,000 government grant will boost the number of visitors each year. The grant would cover construction. The county would be required to contribute \$100,000 for design and engineering.

"We feel the project is worthy because we've invested quite a bit in the train station by way of the roof project, and there are some aesthetic and safety concerns that exist around the train station," Smith told *The Morning Call*.

The county has applied for the grant through the Northeastern Pennsylvania Rural Transportation Planning Organization and the Northeastern Pennsylvania Alliance. The grant is part of a one-time \$2.67 million allocation for rural counties, including Carbon, Pike, Schuylkill, Monroe and Wayne.

### VIRGINIA

**FAIRFAX COUNTY** recently had a bright idea to protect the environment. This fall, the county began a program to **recycle the fluorescent bulbs** used in its buildings.

Although the county already uses energy-saving bulbs, the

Fluorescent Lamp Management Program, created by the Facilities Management Division, aims to recycle approximately 20,000 bulbs per year. Since the programs kick off in September, the program has already reached one-quarter of its annual goal — recycling 5,000 bulbs so far.

The county's new program recovers the mercury from fluorescent bulbs for reuse. The remaining components are recycled or disposed of according to federal and state environmental regulations.

"The county demonstrates its commitment to environmental stewardship by focusing on the appropriate management of mercury in the bulbs while supporting 'green purchasing' policies," said Mike Harkness, assistant director of the county's Facilities Management Division. "This is a good program for businesses to adopt to prevent pollution in the county."

According to the EPA, nationwide, only 20 percent of all fluorescent bulbs are recycled.

### WASHINGTON

Things are going to the dogs in **SNOHOMISH COUNTY** and that's actually a good thing for once. Residents who have **complaints about loose dogs** or other animals will now have a new hotline to call instead of relying on 911 to handle the situation.

The switch comes as the county auditor's office takes over animal control services from the sheriff's office this winter. Auditor Bob Terwilliger said the approach to animal issues has been split with the sheriff's office handling enforcement issues and the auditor's office handling licensing.

The hotline will take calls during regular business hours and people can leave messages after hours.

The county receives approximately 7,500 animal-related complaints a year, most of which had gone through 911 until the new system was installed.

Residents will also be able to file their complaints online.

### WISCONSIN

**WAUKESHA COUNTY** Supervisor **Henry G. "Hank" Carlson** died suddenly on Monday, Dec. 27, 2004 following surgery in mid-December. Carlson was 68.

In addition to being a county supervisor, he had previously been a member of the Sussex village board, a member of the Sussex Lions Club, a member of the Waukesha county Federated Library System board, and served as the president of the Sussex-Lisbon Historical Society.

His fellow supervisors and other county staff recall Carlson as a hard worker and someone dedicated to the community.

"He was one of the rocks of the county board," County Executive Daniel Finley told the *Waukesha Freeman*. "He came on and he had really been one of the most reasonable people on the board."

While his wife Jeanne recalls his tireless efforts for the community, she told the local paper that there will always be something else she remembers her husband for.

"He'd tell jokes from the time he got up in the mornings to the time he went to bed," Carlson told the *Freeman*. "He'd have you in stitches. He didn't care if you'd heard it a dozen times before, he'd go on."

*(News From the Nation's Counties is written by Dan Miller, staff writer, and M. Mindy Moretti, senior staff writer. If you have news about your county, please e-mail them at [dmiller@naco.org](mailto:dmiller@naco.org) or [mmoretti@naco.org](mailto:mmoretti@naco.org).)*

## Have a dream for your personal future

### ■ H.R. DOCTOR *from page 13*

the neighborhood, in the county or in the world that need your help.

• Spend time with people you care about, including private time with yourself away from the excessive intrusions of the modern world. The HR Dog Kamala and I make time almost every morning for this purpose by taking walks together. It's harder and harder to find privacy, meditation — call it what you will — but the more our lives are intruded upon by cell phones, horns honking, telemarketers, loud neighbors, etc., the more we lose some part of the essence of our individuality.

• Spend some time away from the television and away from the computer to pursue some personal passion.

• Plan ahead for what your own life may be like after retirement. Invest energy in not only saving for financial security but taking steps to increase your long term "intellectual security" as well. Think about things like where and when you might retire, and what active steps, including other employment, you will take to keep alert, alive and contributing.

Do all these things and you will have a significant set of New Year's Resolutions. You will also be walking in the pathway of Dr. King. Each of us

can individually make the choice of whether to live our lives surrounded by large piles of paper clips or surrounded by a legacy that will make our children look back at us and say that we stood for something wonderful.

The HR Doctor wishes Dr. King a very happy birthday and hopes that you will spend some time reliving the great "I Have A Dream" speech and remembering the power of those words.



Phil Rosenberg  
The HR Doctor  
[www.hrdnr.net](http://www.hrdnr.net)

## NOTICES

### ■ Conferences

• The **American Water Works Association** will present a Source Water Protection Symposium Jan. 23–26 at the Palm Beach Gardens Marriott Hotel in Palm Beach Gardens, Fla. The symposium will focus on the issues of balancing the needs of growth, development and quality of life with environmental health and water quality, and how to create successful partnerships among representatives of water utilities, government agencies, researchers, consultants, manufacturers and environmental groups. NACo is a conference partner. For more information, visit [www.awwa.org/conferences/swp](http://www.awwa.org/conferences/swp).

• The **Medical Banking Policy Research** is putting on the "Third National Medical Banking Institute" Feb. 24–25 in Davidson County (Nashville), Tenn. This conference will educate healthcare stakeholders on how banks can better support administrative efficiency. To learn more about the Institute or to register, go to [www.mbproject.org/MBI2005.php](http://www.mbproject.org/MBI2005.php).

• **Government Best Practices Training** is holding a conference entitled "Document Management and Enterprise Content Management for the Government Enterprise" March 8 in Arlington County, Va. This conference will review what various government agencies and vendors are doing to create, manage, store, retrieve and archive the massive amount of information that government agencies create. Register online at [www.marketaccess.org](http://www.marketaccess.org) or contact Stacy Dellinger at (703) 807-2753 or [sdellinger@marketaccess.org](mailto:sdellinger@marketaccess.org) for more information.

• The **Center for Watershed Protection** is sponsoring a new Watershed Protection Institute (WPI), an intensive, interactive five-day program designed to train watershed leaders on practical watershed and site-planning techniques to protect the health of less-developed watersheds. The Institute will be held March 28–April 1 at the U.S. Fish and Wildlife Service's National Conservation Training Center in Jefferson County (Shepherdstown), W.Va. Registration information is available online at [www.cwp.org](http://www.cwp.org). For more information, contact Rebecca Winer, Center for Watershed Protection, at (410) 461-8323 or e-mail her at [rrw@cwp.org](mailto:rrw@cwp.org). Continuing Education Units (CEU's) are available.

• The **Government Finance Officer's Association's (GFOA)** 99th annual conference will take place June 26–29 in Bexar County (San Antonio), Texas. Download the conference brochure, read about the seminars being held, make hotel reservations and register at [www.gfoa.org](http://www.gfoa.org).

### ■ Grants

• The **FishAmerica Foundation** announced the availability of \$600,000 for hands-on, grassroots projects through its partnership with the NOAA Restoration Center.

Funding is available for habitat restoration projects along the coastal United States and the Great Lakes basin. Projects must restore marine and anadromous fish (including salmon and steelhead) fish habitat including marine, estuarine and riparian habitats, salt marshes, mangrove forests and freshwater habitats utilized by anadromous fish species.

If you have any questions, please contact Jeff Bloem at (703) 519-9691 x247 or [jbloem@asafishing.org](mailto:jbloem@asafishing.org). Visit FishAmerica's Web site at [www.fishamerica.org](http://www.fishamerica.org) for the complete announcement, funding guidelines and application.

Applications and required documentation must be received no later than Feb. 25 by 5 p.m. Electronic and faxed applications will not be accepted. Proposals must be submitted to: FAF/NOAA RFP — Grant Applications, FishAmerica Foundation, 225 Reinekers Lane, Suite 420, Alexandria, VA 22314.

### ■ Publications

• The **Alliance for Healthy Homes** has published a four-part Lead-Safe Housing Policy Guidance to assist state and local policy makers, and government agency staff in establishing a prevention-based plan to advance lead-safe housing. This guidance can be helpful to health and housing practitioners as well as other advocates for children's health in every county.

Hard copies of the publication are available by contacting Brian Gumm at the Alliance for Healthy Homes, [bgumm@afhh.org](mailto:bgumm@afhh.org) or (202) 543-1147. The guidance is also available on the Web at [www.afhh.org/res/res\\_publications\\_LSHPGS.htm](http://www.afhh.org/res/res_publications_LSHPGS.htm).

*(Notices is compiled by Allison Mall, editorial assistant. If you have an item for Notices, you can e-mail it to her at [amall@naco.org](mailto:amall@naco.org) or fax (202) 393-2630.)*



## JOB MARKET/CLASSIFIEDS

### ■ ASSISTANT CITY ADMINISTRATOR — CITY OF WEST PALM BEACH, FLA.

Salary: \$77,586-\$116,378; beginning salary negotiable.

West Palm Beach (population 80,000) is located in south Florida about 70 miles north of Miami. It is a beautiful coastal community with many quality of life amenities including educational, cultural and recreational. Excellent neighborhoods and reasonable living costs.

West Palm Beach is a full service city which uses a strong mayor form of government. The city employs more than 1,300 people.

The Assistant City Administrator manages, oversees and improves the operations of assigned departments including planning, code enforcement, economic and community development and construction services; assists in the preparation, presentation, monitoring and reviewing of the overall annual city budget and assigned departmental budgets; manages, coordinates and administers assigned city projects; develops and implements policies and procedures; performs feasibility studies, writes grant proposals and requests for proposals and provides general administrative assistance to the city administrator.

Must understand municipal planning, code enforcement, economic development and land use issues; be skilled in current management and administration practices and budget preparation and administration practices; be able to build a cohesive unit from diverse departments; have effective interpersonal relations and communication skills including oral presentation skills; be able to prioritize and manage multiple tasks and projects simultaneously.

Requires the equivalent of a master's degree from an accredited college or university with a major in business administration, public administration, or related field, and seven (7) years of progressively responsible experience, including upper management experience, budgetary experience and at least one (1) year of supervisory experience.

To apply, please submit your resume along with current salary **IMMEDIATELY** to: Robert E. Slavin; Slavin Management Consultants; 3040 Holcomb Bridge Road, Suite B-1; Norcross, GA 30071; Phone (770) 449-4656; Fax: (770) 416-0848; e-mail [slavin@bellsouth.net](mailto:slavin@bellsouth.net).

Note: Under Florida Law, resumes are public documents and will be provided to the media upon request. Please call prior to submitting your resume if confidentiality is important to you. An equal opportunity recruiter/employer.

### ■ COUNTY ADMINISTRATOR — BEDFORD COUNTY, VA.

Bedford County, Va. (population 60,371; 754 square miles) is seeking an experienced professional to serve as County Administrator in a full service county of 22 departments, 450 employees and with an annual budget of \$137 million. Located between the Lynchburg and Roanoke metropolitan areas, Bedford County has seen 30 percent plus population increases for the last three decades but still offers a good mix of beautiful rural landscapes, suburban areas and a thriving commercial and industrial base.

Bachelor's degree in public administration, government, political science, business management or related field required. MPA/MBA preferred. Minimum of 10 years experience as a County Administrator or Deputy/Assistant County

Administrator or equivalent position in an organization of comparable complexity is required. Virginia experience is a plus. Upon acceptance of the position, residency within the county is required. Comprehensive knowledge of budgeting, finance, human resource management, economic development, tourism, planning and zoning and public works required. Considerable experience with balancing growth issues and challenges desired.

Competitive compensation package including excellent fringe benefits commensurate with successful candidate's experience and qualifications. For a profile of the position, please visit the county's Web site at [www.co.bedford.va.us/administrator](http://www.co.bedford.va.us/administrator). Please submit a cover letter and resume to: Cheryl Dean, Human Resources Manager, Bedford County, 122 East Main Street, Suite 202, Bedford, VA 24523 no later than March 4, (540) 586-7601. EOE, ADA.

### ■ DIRECTOR OF PLANNING AND ZONING — ESCAMBIA COUNTY, FLA.

Salary: \$75,000-\$85,000, DOQ

Escambia County, a diverse community of 299,485 residents, is seeking an experienced planning and zoning director to manage and direct the operations of the department of planning and zoning and its three divisions: short range planning, administrative services and long-range planning. The successful candidate will have extensive experience in coastal area planning, administration, interpretation and enforcement of land use regulations and the development, implementation and revision of code provision. Requires a bachelor's degree in urban planning, engineering architecture, or business and public administration with experience and/or education which is directly related to the position. Requires certification in AICP. Submit resume to Slavin Management Consultants, 3040 Holcomb Bridge Road, Suite B-1, Norcross, GA 30071 or e-mail to [slavin@bellsouth.net](mailto:slavin@bellsouth.net).

### ■ EXECUTIVE DIRECTOR — FLORIDA ASSOCIATION OF COUNTIES

Salary: Negotiable DOQ

The Florida Association of Counties (FAC) is seeking applications for the position of Executive Director.

FAC is a trade association whose membership consists of Florida counties and affiliate organizations. FAC has a 2005 annual budget of approximately \$3.5 million and 26 full-time employees. Additionally, FAC conducts several enterprise programs. The FAC Executive Director also serves as Executive Director to the Florida Counties Foundation. The Foundation provides educational and technical assistance to FAC members.

The FAC Executive Director is expected to possess: (1) demonstrated management experience and skills; (2) experience in the development and implementation of legislative initiatives and governmental policy on both the state

and local levels; and (3) demonstrated ability to develop and achieve consensus among representatives of governments or groups of various sizes with diverse interests and cultural differences.

The Executive Director's salary is negotiable based upon experience and qualifications. The full range of customary employee benefits is also provided.

An application for the FAC Executive Director position can be obtained online at [www.fl-counties.com](http://www.fl-counties.com) or by contacting Robert L. Nabors, FAC Special Counsel at P.O. Box 11008, Tallahassee, FL 32302.

Any questions concerning the position or application process should be directed to Mr. Nabors at (850) 224-4070 or [rnabors@ngn-tally.com](mailto:rnabors@ngn-tally.com).

A copy of the 2005 FAC Strategic Plan will be provided with each Executive Director application.

The submittal of an application will remain confidential until the list of applicants to be interviewed has been determined by the Executive Director Search Committee after its review of all applications received.

The deadline for the submittal of applications is Friday, Feb. 18 by no later than 5:00 p.m.

Completed applications submitted by mail should be addressed to the FAC Search Committee at P.O. Box 11008, Tallahassee, FL 32302. Applications may also be submitted by e-mail to [agodwin@ngn-tally.com](mailto:agodwin@ngn-tally.com).

### ■ PLANNER IV — CHARLES COUNTY, MD.

Salary: \$52,697-\$64,237

The Charles County Government is seeking a Planner IV to provide policy development and policy direction to staff performing land use planning. Responsible for supervision of planning staff, management of specialized planning work in an assigned functional area including development review, public facility planning, environmental planning and comprehensive planning. The county's Department of Planning and Growth Management is located in La Plata, Md. (pop. 132,750), 71 miles south of Baltimore and 32 miles southeast of Washington, D.C. Meet with individuals and special parties involved to discuss and advise in general land use issues in the county; applies various specialized analysis including environmental, land use, area and structure, economic, and/or demographic and statistical analysis as appropriate to projects. Serves on boards and committees and work groups, makes presentations before county commissioners and public; assist in formulating and implementing long range comprehensive planning projects and policies. Master's degree in planning and at least five years of progressively responsible professional planning experience required. Starting annual salary: \$52,697 to \$64,237 based on qualifications and experience. Charles County offers excellent benefits and generous leave programs. Applicants must submit a completed Charles County Government employment application and resume by the closing date to be considered

for this position. To receive or complete a county application online, please access our Web site at [www.charlescounty.org](http://www.charlescounty.org) or call (301) 645-0585 or (301) 870-2681. Submit application and resume to the Human Resources Department, Charles County Government Building, P.O. Box 2150, La Plata, Md. 20646 by 4:30 p.m., Friday, Feb. 11. Applicants with special needs, please contact the Human Resources Department voice phone number (301) 645-0585 or Md. Relay Service TDD (800-735-2258).

### ■ PLANNING DIRECTOR — CITY OF WEST PALM BEACH, FLA.

Salary: \$75,693-\$113,540; beginning salary negotiable DOQ.

West Palm Beach (population: 80,000) is located in south Florida about 70 miles north of Miami. It is a beautiful coastal community with many quality of life amenities including educational, cultural and recreational. Excellent neighborhoods and reasonable living costs.

West Palm Beach is a full service city with a strong mayor form of government. The city employs over 1,300 people.

The Planning Department's purpose is to steer the city toward a sustainable, livable and economically successful future. The department provides for the comprehensive review and approval of all development within the city. The department is responsible for current and long-range land use and transportation planning, neighborhood revitalization, downtown redevelopment, historic preservation and annexation. The FY05 departmental budget is \$2,040,941.

The Planning Director reports to the City Administrator and the Mayor and is responsible for the implementation of the city's comprehensive plan and the enforcement of the downtown master plan, historic preservation ordinance and zoning codes. The Director is responsible to maintain positive working relationships with the city's residents, the general public, and the development community, as well as with the state, regional governmental agencies and the county. He or she will take a pro-active role in changing codes, regulations, practices, etc. so that development occurs in a manner consistent with the city's vision of a sustainable community.

Requires the equivalent of a master's degree from an accredited college or university in planning or a closely related field and seven (7) years of experience of professional local government planning, including five (5) years of supervisory/managerial experience gained in a comparable community.

To apply, please submit your resume along with current salary **IMMEDIATELY** to: Robert E. Slavin; Slavin Management Consultants; 3040 Holcomb Bridge Road, Suite B-1; Norcross, GA 30071; Phone: (770) 449-4656; Fax: (770) 416-0848; E-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net).

Note: Under Florida Law, resumes are public documents and will be provided to the media upon request. Please call prior to submitting your resume if confidentiality is important to you. An equal opportunity recruiter/employer.

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Want more details?

Contact Allison Mall  
Phone: (202) 942-4256  
E-mail: [amall@naco.org](mailto:amall@naco.org)



### 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.
- **E-mail advertising copy to:** [edassist@naco.org](mailto:edassist@naco.org).
- **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, contact the Job Market representative at (202) 942-4256.



# 2005 Legislative Conference

March 4-8, 2005 • Marriott Wardman Park Hotel • Washington, D.C.

## Strengthen the Voice of Local Government!

### Preliminary Schedule of Events

#### ■ Friday, March 4

• 8:30 a.m. – 5:00 p.m.

#### Registration

• All Day

Steering Committee, Subcommittee and Affiliate Meetings

• 9:00 a.m. – 4:00 p.m.

ALT Pre-Conference Seminar #1

(Separate registration fee required)

"Communication -

The Public Official's Most Crucial Survival Skill"

Co-sponsored with NACIO -

The National Association of County Information Officers

#### ■ Saturday, March 5

• 7:30 a.m. – 4:00 p.m.

#### Registration

• All Day

Steering Committee, Subcommittee and Affiliate Meetings

• 8:30 a.m. – 11:45 a.m.

ALT Pre-Conference Seminar #2

(Separate registration fee required)

"Practical Techniques for Resolving Conflict"

• 8:30 a.m. – 11:45 a.m.

ALT Pre-Conference Seminar #3

(Separate registration fee required)

"The Courage to Lead – A Personal 'Blueprint' for Leadership"

• 1:00 p.m. – 4:00 p.m.

ALT Pre-Conference Seminar #4

(Separate registration fee required)

"A Strategic Plan That Works: Vision, Plan, Actions, Results"

• 1:00 p.m. – 4:00 p.m.

ALT Pre-Conference Seminar #5

(Separate registration fee required)

"Politics Unusual: The Dollars and Cents of Humor in Government"

#### ■ Sunday, March 6

• 7:30 a.m. – 4:00 p.m.

#### Registration

• 10:00 a.m. – 11:15 a.m.

Educational Sessions I

• 12:30 p.m. – 2:30 p.m.

Opening General Session

• 2:45 p.m. – 4:00 p.m.

Educational Sessions II

• Evening Open

#### ■ Monday, March 7

• 8:00 a.m. – 2:30 p.m.

#### Registration

• 9:00 a.m. – 10:15 a.m.

General Session

• 10:30 a.m. – 11:45 a.m.

Educational Sessions III

• 12:30 p.m. – 2:15 p.m.

Delegate Luncheon

• 2:30 p.m. – 3:45 p.m.

Educational Sessions IV

• 6:30 p.m. – 9:30 p.m.

NACo President's Reception

#### ■ Tuesday, March 8

Capitol Hill Sessions and Congressional Office Visits

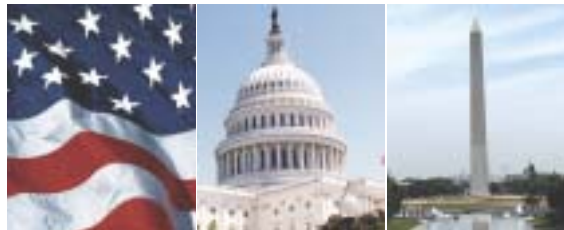
For up-to-date information on the 2005 Legislative Conference and descriptions of pre-conference seminars and educational sessions, visit the NACo Web site at

[www.naco.org/legislativeconference](http://www.naco.org/legislativeconference).



Gwen Ifill confirmed to speak at Opening General Session!

An accomplished political reporter with experience in both print and broadcast news, Gwen Ifill holds two of the most highly respected posts in her field. She is moderator and managing editor of *Washington Week*, the longest-running public affairs program on public television, and senior correspondent for *The NewsHour with Jim Lehrer*.



### Educational Session Grid & Descriptions

| Sunday, March 6<br>10:00 a.m. – 11:15 a.m.                                       | Sunday, March 6<br>2:45 p.m. – 4:00 p.m.  | Monday, March 7<br>10:30 a.m. – 11:45 a.m.   | Monday, March 7<br>2:30 p.m. – 3:45 p.m.   |
|--|---|--|--|
| What is VoIP, and Why Is It Shrinking My County's Tax Base?                      | So, You Think You Deserve More Homeland Security Funding?   | Public Safety Interoperability: Are they Gonna Ruin My TV?                                 | Social Services Issues in the 109 <sup>th</sup> Congress   |
| The Psychology of Investing  | How to Influence Congress Without Leaving Home  | The Future of Social Security, Pensions and Retirement Savings – Consequences for Counties | Bridges, Buses, Boats, and Biplanes – Moving Transportation Issues in the 109 <sup>th</sup> Congress |
| Can't We All Just Get Along: Utilizing Consortia for HUD Funding                 | Using Economic Development Tools: Tax Increment Financing and Industrial Development Bonds        | Breaking the Cycle for Ex-Offenders  | Securing the Nation's Workforce Development System   |
| Happy Together? How Counties and the Federal Government Can Work Together on GIS | Why Health Literacy Matters to Counties: Federal Tools and Resources to Reduce Health Disparities | Immigration Reform in the 109 <sup>th</sup> Congress                                       | Clean Air Act: Where Do We Go from Here?   |
|  | How Will the New Energy Bill Affect Your County?  | The Federal Budget for '06: What Does it Mean For Counties?                                | Medicaid Reform From the Bottom Up: Is a State-by-State Medicaid Reform Process Underway?            |
|  | Confused By Convergence?  | Fighting the Threat of Methamphetamine   | Homeland Security and County Government: A Town Hall Meeting   |